

SCOPE

St. Charles Overall Planning Effort

A Strategic Plan for Economic Development

Prepared by:

**Center for Economic Development
University of New Orleans**

In coordination with

**South Central Planning and
Development Commission**

For the

**St. Charles Parish Economic Development
Strategic Planning Committee**

"This Institution is an Equal Opportunity Provider"

April 22, 2002

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EXECUTIVE SUMMARY

PREAMBLE

In 2001 the St. Charles Parish President and Council engaged the services of South Central Planning & Development Commission and the UNO Center for Economic Development to prepare a strategic economic development plan. The plan sets forth broad and purposeful direction in formulating goals and objectives for future economic development. The development of the plan incorporated community self-assessment, a strategy development, and action steps set forth by business leaders, public officials, and community stakeholders. With the dedicated commitment of these individuals, the consultant team facilitated preparation of the *St. Charles Overall Planning Effort (SCOPE)*. SCOPE is intended to be a living document created to guide St. Charles Parish through the next five years. The Parish Council and Administration will use SCOPE as a guide in making decisions that will affect the future economic development in the parish.

Challenging times require creative thinking. This is especially true when fiscal resources are not keeping pace with rising costs of goods and services. St. Charles Parish cannot afford to waste any funding or miss opportunities to capitalize on proactive planning. Thoughtful deliberations over many hours by committed citizens and public representatives are distilled in SCOPE. While SCOPE does not guarantee success, it does provide a framework for building broad-based prosperity throughout St. Charles Parish. SCOPE is focused on the collective vision of the future embraced by more than 100 community leaders who contributed to its preparation.

The vision of SCOPE and its implementation is important to the quality of life and the economic growth of St. Charles Parish. Successful implementation will require partnerships and cooperative efforts of many throughout the parish in the public, private, and non-profit sectors.

Throughout the development of SCOPE, participants often mentioned that they were excited to see how citizens could help shape the future of St. Charles Parish. For that,

the SCOPE participants want to express their sincere gratitude to the St. Charles Parish Council and the Administration for giving citizens a voice in the development of this plan.

MISSION STATEMENT

The mission of the steering committee for the St. Charles Overall Planning Effort is as follows:

“To be St. Charles Parish’s driving force in preparing and implementing a strategic plan that guides the community’s leaders in their economic development efforts. In accomplishing this mission, we will be guided by our need as a community to:

- *Preserve our rich and unique culture and heritage;*
- *Protect our unique and valuable community assets and environmental resources; and*
- *Promote high intellectual standards, educational achievement, and strong family values among all citizens of St. Charles Parish.”*

SWOT ANALYSIS

The committee examined and evaluated the strengths, weaknesses, opportunities and threats of the community using a process called a SWOT analysis. A summary of the SWOT analysis appears as Exhibit 1 below. Strengths and weaknesses are community attributes that are internal and can be controlled locally. Opportunities and threats are factors that are external and beyond the local control. A successful economic development program depends on the parish’s ability to take advantage of its strengths and opportunities while addressing or mitigating its weaknesses and threats. The committee divided into six focus groups based on issues raised by the SWOT analysis and detailed goals and objectives to guide the growth of the parish. Below is a summary of the major findings of the SWOT analysis, which is followed by an outline of the goals and objectives developed by the focus groups.

Strengths

The strengths identified by the committee focus on the parish's high quality of life, both socially and economically.

- The parish has developed a strong sense of community based on family values. The parish's respected public education system, good recreational program, and effective network of social organizations are all reflective of the strong sense of community.
- The parish is financially sound because it enjoys one of the highest per capita incomes in the state as well a solid tax base. Large industrial plants currently sited along the river secure the parish's tax base and the potential for further economic development along the river promises enhanced public revenues in the future.
- The location of St. Charles Parish along the river corridor, its accessibility to major road and railroad transportation arteries, and the availability of developable land are critical for further economic development.

Weaknesses

Although the committee recognized the high quality of life enjoyed by the residents of St. Charles Parish, it recognized some weaknesses that might create barriers to further development.

- The parish lacks an effective planning base. The parish has no major street plan or transportation system and its cumbersome regulations block development and do not enhance the quality of life. The parish would also benefit from more fiscal planning between agencies.
- The parish's undeveloped healthcare system and a lack of facilities for a growing and aging population detract from the community's quality of life.
- A lack of shared goals and a failure to leverage community human resources prevent the parish from addressing and solving its own problems.

- The parish has a limited retail base. This results in an outflow of tax revenue from retail sales and creates an inconvenience for St. Charles Parish residents who have to travel some distance to shop.
- The parish is not developing its next generation of leadership.
- There is a lack of local incentives to attract and expand local business.

Opportunities

The committee's identification of opportunities is consistent with the list of strengths identified earlier. Opportunities identified follow four major themes:

- The parish has developable land and deep-water port opportunities that can attract industry.
- Because of the parish's location, there is an opportunity to benefit from regional cooperation. Regional cooperation can assist the parish develop a regional airport that can offer businesses relying on general aviation more convenient service at a lower cost than that which is available at the New Orleans International Airport. The parish's location and its existing transportation arteries create opportunities for developing warehousing/distribution facilities and tourism industry.
- There are also opportunities to attract outside investment by encouraging the growth of the healthcare industry and facilitating retirement community development.
- The parish can learn from the experiences of neighboring parishes.

Threats

Issues identified that could impede growth are diverse. Although the highest ranked threat is concerned with major storms, most identified threats are related to state and federal policy issues concerned with environmental regulation or governmental financial

issues concerning taxation and tax revenue distribution. The following threats were identified.

- Hurricanes and major storms can create significant flooding problems.
- Environmental pressures stemming from state and federal regulatory policy can inhibit growth. Also, environmental pressures can be a contributing factor in another threat identified by the group—rising development costs.
- State tax policy places most of the tax burden on businesses and restrain local tax options, thus restricting opportunities for funding locally developed community services.
- The State’s formula for funding local education penalizes St. Charles Parish.
- The negative perception of state’s business climate impedes local efforts to attract industry.
- The availability of qualified people for public services is limited.

SWOT ANALYSIS SUMMARY

STRENGTHS			WEAKNESSES		
Rank	Item	Votes	Rank	Item	Votes
1	Education system	22	1	No highway/street plan	15
2	High per capita tax base	17	2	Roadblocks to development (cumbersome regulations)	14
3	Recreational facilities	13	3	Lack of local incentives to attract business	13
3	Low crime	13	4	Lack of shared goals	12
3	United Way	13	5	Limited retail base (out-shopping and tax flow)	11
3	911 and emergency operations	13	5	Undeveloped healthcare system	11
4	Developable land	12	5	No fiscal planning between agencies	11
4	Major transportation arteries	12	5	Next generation leadership not being developed	11
5	High per capita income	7	6	Aging population lacks facilities	10
6	Family culture	6	7	No parish-wide transportation system	7
6	River corridor	6	8	Failure to leverage community human resources	5
OPPORTUNITIES			THREATS		
Rank	Item	Votes	Rank	Item	Votes
1	Developable land	16	1	Hurricanes and major storms	17
2	Retirement community development	14	1	Environmental pressures	17
2	Regional airport	14	2	Shallow qualified public service pool	16
3	Marketable education resources—higher levels	13	3	Unbalanced state tax structure	14
4	Learn from mistakes of neighboring parishes	12	3	Inadequate tax base for community services	14
4	Tourism growth	12	4	LA business climate ratings (consistently low)	13
5	Warehouse/distribution development	9	5	Growing business tax burden	10
5	Leverage regional cooperation	9	5	Stagnant state funds for local education	10
6	Market community strengths	8	6	Rising development costs	9
7	Healthcare business development	5			
7	Port development opportunities	5			

GOALS AND OBJECTIVES

The following six focus groups were organized to address the issues raised by the SWOT analysis:

- Regulatory Rehab
- Business Attraction and Retention
- Infrastructure
- Human Services
- Health Care
- Interagency Relations

The focus groups met over a period of four months and developed goals and objectives that would take advantage of the community's strengths and opportunities while addressing the parish's weaknesses and threats. Details concerning the goals and objectives appear in the main text of the document. Below is a summary of the goals and objectives.

REGULATORY REHAB

Goal 1: Adopt a land-use plan that facilitates long-term growth and development.

Rationale: Current land-use plan has not been reviewed or revised in over 12 years. During that time, new land use categories have emerged.

Objective 1: Present an updated land-use plan to the Planning & Zoning Commission.

Target Date: December 2003

Goal 2: Implement a modern subdivision code that facilitates growth.

Rationale: Current subdivision regulations are 20 years old and thus outdated.

Objective 1: Present revised subdivision regulations to the Planning and Zoning Commission..

Target Date: June 2004

Goal 3: Enforce existing State regulations pertaining to new construction.

Rationale: Assuring minimum standards for construction, safety and materials will ensure the health, safety, and welfare of the general public.

Objective 1: Ensure compliance with state licensing laws.

Target Date: October 2002

Goal 4: Ensure environmental regulations facilitate growth while protecting the environment.

Rationale: Evidence suggests that current environment regulations impede economic growth.

Objective 1: Active community involvement in legislative process.

Target Date: August 2002

Goal 5: Streamline the Parish permitting process.

Rationale: Facilitate growth and development.

Objective 1: Develop "true" one-stop permitting for business and residential enterprises.

Target Date: June 2003

Goal 6: Implement Parish building code for new construction.

Rationale: Assuring minimum standards for construction, safety and materials will ensure the health, safety, and welfare of the general public.

Objective 1: Determine proper codes/areas to adopt.

Target Date: December 2002

Objective 2: Evaluate cost of implementation.

Target Date: December 2002

Objective 3: Make final recommendation to Council Special Projects Committee.

Target Date: March 2003

BUSINESS ATTRACTION AND RETENTION

Goal 1: Develop and diversify the economy of St. Charles Parish by initiating, coordinating and integrating public and private strategies for business and visitor attraction, business retention, and expansion, and new enterprise development.

Rationale: St. Charles Parish has experienced strong economic growth over the past several years, but it remains dependent upon the large, heavy industrial sector. Future economic and business development efforts should focus on attracting and nurturing new enterprises with long-term growth potential and commitment to St. Charles Parish as a place to do business.

Objective 1: Establish a business attraction/retention program.

Target Date: December 2003

Objective 2: Determine the need for a local tourism/visitor attraction program.

Target Date: December 2002

Objective 3: Establish a new enterprise development program.

Target Date: December 2002

Objective 4: Establish a workforce development program.

Target Date: December 2002

INFRASTRUCTURE

Goal 1: Develop a master transportation plan that addresses both short- and long-term needs that facilitate growth and enhances the quality of life.

Rationale: Build on the parish's strategic location between Baton Rouge and New Orleans. A transportation plan will address moving people through and within St. Charles Parish.

Objective 1: Conduct a detailed analysis of current capacity and level of service of the existing network.

Target Date: June 2003

Objective 2: Identify long-term transportation needs.

Target Date: September 2004

Objective 3: Develop and implement a transit plan for St. Charles Parish.

Target Date: March 2005

Objective 4: Present plan to Planning and Zoning Commission and Council for adoption.

Target Date: December 2004

Goal 2: Develop a long-term water distribution system and supply plan.

Rationale: It is anticipated that St. Charles Parish will continue to grow. It is critical that the Parish maintain an adequate supply of water to meet household and fire protection needs.

Objective 1: Review and update the current water master plan and ensure long-term validity.

Target Date: March 2004

Goal 3: Develop and implement a plan to upgrade the sewer collection system.

Rationale: Storm water infiltration creates an unacceptable burden on the sewage treatment system.

Objective 1: Review the current status of the existing collection system.

Target Date: December 2002

Objective 2: Implement a plan to address the problems identified in Objective 1.

Target Date: June 2003

Objective 3: Develop alternative methods of sewer collection system for new subdivisions that would reduce storm water infiltration.

Target Date: December 2004

HUMAN SERVICES

Goal 1: Provide an equitable allocation and distribution of human services to the residents of St. Charles Parish.

Rationale: To serve the community knowledgeably and effectively in the allocation resources, it is necessary to evaluate and understand the human services issues and problems that exist and then raise local awareness of needs in St. Charles Parish.

Objective 1: Develop a plan to assess and address the community human service needs in St. Charles Parish.

Target Date: August 2004

HEALTH CARE

Goal 1: Improve the quality of life for St. Charles Parish residents by enhancing the level and quality of health care services.

Rationale: A community's quality of life is measured in part by its ability to provide and deliver good quality health care to its residents. Improving health care availability and delivery is an integral part of improving the quality of life in St. Charles Parish.

Objective 1: To expand the cardiology services.

Target Date: December 2002

Objective 2: To develop women's and children's services, with emphasis on obstetrics, to promote more comprehensive healthcare service delivery to St. Charles Parish citizens.

Target Date: December 2004

Objective 3: To facilitate and encourage development of physicians practices.

Target Date: December 2003

Objective 4: To enhance the level and quality of service to St. Charles residents requiring long-term, assisted-living care.

Target Date: June 2003

Objective 5: Provide cancer treatment facility and program for St. Charles Parish residents.

Target Date: December 2004

INTERAGENCY RELATIONS

Goal 1: Have top elected officials agree to the concept.

Rationale: To have all government agencies working together to identify, address, prioritize and solve issues facing the parish in an efficient and cost effective manner.

Objective 1: Identify the key people, define the concept and obtain support for the program.

Goal 2: Put structure in place.

Rationale: To have all governmental agencies working together to identify, address, prioritize, and solve issues facing the parish in an efficient, cost-effective manner.

Objective 1: Design Interagency Team

Objective 2: Develop ground rules for consensus building within the process.

SECTION I

INTRODUCTION AND PROJECT OVERVIEW

PROJECT BACKGROUND

This report, resulting from a team effort involving many dedicated citizens who volunteered their time to make it a success, contains the outcome of a strategic planning process begun in St. Charles Parish, Louisiana. The members of the Strategic Planning Committee listed in this report, each of whom brought their own unique talents and experiences to the task, represent a cross-section of the community. They each deserve a sincere expression of appreciation for their hard work and commitment to their community. Without their effort, this strategic plan would not have been possible.

A team effort, however, is possible only when the team has strong leadership. To this end, we are particularly grateful to Parish President Albert Laque and Parish Council Members Dee Abadie, Terry Authement, April Black, Brian Fabre, Clayton “Snookie” Faucheux, Desmond Hilaire, Lance Marino, Barry Minnich, and Ram Ramchandran. They have each provided significant support throughout the committee’s deliberations and have participated actively in the planning process.

The Center for Economic Development at the University of New Orleans had the privilege of working with the South Central Regional Planning and Development Commission (SCRPDPC) to facilitate the planning process and watching with satisfaction as the committee reached consensus on some extremely difficult and challenging issues. Mr. Kevin Bellanger, SCRPDPC’s Executive Director, assisted in facilitating a variety of subcommittee meetings along with Mr. Tom Suydam of the UNO center. Mr. Suydam also coordinated information flows from the various subcommittees and worked with Ms. Shirlyn Fahrig on maintaining contact with planning committee members and scheduling meetings. Ms. Barbara Sorant, also of the UNO center, provided much-needed behind-the-scenes support as well as the technical expertise needed to produce this report.

The report is divided into five sections. Section I is the introduction and overview. Section II contains a discussion of the mission statement adopted by the committee, which guided the consideration of economic development strategies for the parish. Section III contains an environmental scan or analysis of factors affecting the future of St. Charles Parish. This is generally referred to as a SWOT analysis, which focuses on identifying the internal **S**trengths and **W**eaknesses and external **O**pportunities and **T**hreats that are likely to impact the parish's strategic economic development. Section IV contains an economic and demographic profile of St. Charles Parish and the New Orleans metropolitan area. Considering the SWOT analysis and economic profile, the Strategic Planning Committee formulated goals and objectives to guide future economic development initiatives. Section V contains the result of this activity, along with detailed implementation plans showing tasks that must be undertaken to achieve the prioritized objectives adopted by the committee. Also shown are timelines that can be used to guide implementation and to keep the process on schedule.

This report represents a beginning, not an end. The strategic planning process, which is now in place, should be revisited periodically if it is to have any lasting impact. Conditions change. New opportunities arise, old ones fade. New competitive threats are ever present and need to be aggressively addressed. The community's strengths need continual sharpening and reinforcing, while its weaknesses need diligent attention focused on improvement. This report is a work in progress, a roadmap for the future that should be revised and updated to reflect the reality of the present and the challenges of the future. Like a reliable roadmap, the more dog-eared and worn, the better. The more one uses it, the more familiar and confident one becomes with it.

To this end, the parish should consider formalizing the on-going process of strategic planning. At a minimum, this might involve adopting a formal resolution or ordinance that permanently establishes a strategic planning committee as an advisory body to the parish administration through the St. Charles Parish Economic Development Council. The parish may also consider specifically charging the head of its economic development department with oversight of the strategic planning committee's work and implementation of the plan itself.

PROJECT PURPOSE

Strategic planning is a process that helps a community adapt not only to current conditions or situations, but also, more importantly, to those that lie ahead. While not an exact science (in fact, no two strategic plans are ever the same), strategic planning is a means of bringing community members together to formulate a reasonable and workable framework for achieving goals and objectives that reflect a consensus vision of the future. To accomplish this, the process focuses on finding a fit among the following three forces:

- The overall mission, purpose, and core values of the community;
- The external opportunities and threats facing a community; and
- The community's internal strengths and weaknesses.

Finding this fit involved the following six steps:

- Organizing a committee representing a broad cross section of community leadership in St. Charles Parish.
- Developing a vision and mission for the future of St. Charles Parish.
- Identifying St. Charles Parish' internal strengths and weaknesses and its external opportunities and threats.
- Generating goals and measurable, realistic objectives that address and reflect the community's strengths, weaknesses, opportunities, and threats.
- Producing an implementation plan of action focused on achieving the goals and objectives.
- Establishing schedules to monitor the accomplishments of the plan and adopting a mechanism of accountability to ensure that progress is being made toward the goals.

Specifically, the strategic planning process strives to take advantage of identified opportunities while building on the parish's strengths and to take action to remediate its weaknesses and mitigate potential threats. All of these factors occur within the framework

of a competitive and constantly changing environment in which St. Charles Parish must position itself for long-term, sustainable economic development. The strategic plan does not guarantee success; however, it should be viewed as a tool that can be used to continually build a community that offers an attractive quality of life and a broad base of economic opportunities.

PROJECT PARTICIPANTS

To be both valuable and effective, the strategic planning process requires community-wide acceptance. To this end, the administration of St. Charles Parish in consultation with its Economic Development Council assembled a group of key leaders from a cross section of interests in the community. Recognized leaders or spokespersons were drawn from the following areas of community interest to serve on the committee:

- Banking
- Retail Business
- Service Business
- Tourism
- Real Estate
- Education – K - 8
- Education – High School
- Retired Persons
- Disabled Persons
- Churches
- Labor
- Legal Profession
- Medical Profession
- Local Government
- Local Neighborhood Organizations
- Civic Organizations
- Historic Preservation
- Housing Organizations
- Builders and Developers
- Transportation
- Industry

Community leaders whose interests were within one or more of the above categories were identified as potential participants. Each received a letter of invitation from Parish President Laque, a copy of which appears in the Appendix. Following the initial committee meeting, the committee was expanded to include additional people whose backgrounds and

experience were particularly beneficial to the planning process. (A list of committee members can be found at the beginning of this report.)

The members were not selected to represent a specific organization or area of interest. In fact, committee members were not informed of the categorization process. Also, the background, profession or activities of some members of the committee overlapped more than one target interest category.

Similar to most strategic planning committees, the participants were selected because they were:

- Community leaders or recognized spokespersons within the public or private sector.
- Affected by development activities either directly or indirectly.
- Knowledgeable of the community's potential because of their background, experience, and involvement.
- Interested in and committed to economic development as a means of enhancing the community's future.
- Willing to communicate and work with others cooperatively.
- Supportive of and positively predisposed toward change.

In preparation for the series of meetings scheduled for the committee, the Center furnished each member with a Briefing Book of background information on St. Charles Parish. The Briefing Book contained an economic and demographic profile of St. Charles Parish, which served as the basis of the Economic Profile reported in Section IV. The Briefing Book also contained some strategic planning background materials, including worksheets used during breakout sessions of the committee. Also included were copies of prior economic development planning efforts undertaken by St. Charles Parish.

SECTION II

MISSION STATEMENT: THE PURPOSE OF STRATEGIC ECONOMIC DEVELOPMENT

MISSION PURPOSE

During its initial meetings, the Strategic Planning Committee discussed and formulated an overall mission for itself in guiding economic development in St. Charles Parish. This mission embodies the community's core values and addresses the following questions:

- What do the community's leaders want St. Charles Parish to be in the future?
- What do leaders in St. Charles Parish want to leave behind? What do they want to leave as a legacy for future citizens of the parish?
- What are St. Charles Parish's core values? What community values must be retained no matter what? In other words, what are the non-negotiables?
- What makes St. Charles Parish distinctive or unique as a community—a place where people want to live and work? What features of the community set it apart from others?

MISSION PROCESS

To initiate this process, the Strategic Planning Committee rated St. Charles Parish on twenty community characteristics intended to measure its resilience to and readiness for change. These twenty characteristics were developed by the Heartland Center for Leadership Development based on their study of numerous small- to medium-sized communities throughout the United States. This rating process served as an icebreaker and helped focus discussion on attributes important to the community's future.

The twenty characteristics and a tabulation of the committee's ratings appear in Exhibit 2-1. The community survival skills were rated on a system of five grades reminiscent of grading systems used in schools. The choices ranged from "A," indicating a

high degree of satisfaction, to “F,” indicating a strong need for improvement. In actuality, the scoring was not necessarily the primary focus of the exercise, although it did provide a rough gauge of the leadership’s overall assessment of the community. The main objective of the ranking was to initiate the discussion process and to encourage committee members to begin thinking objectively and strategically about their community: Where has it been? Where it is now? Where is it going? How is it going to get there? What needs to be done to reach its intended destination—its goals and objectives?

Overall, the committee rated the community as average or just above average when all twenty characteristics were considered. Committee members gave relatively few below average (D) or failing (F) grades, which is a strong indication of an assessment of overall good health in the community. Some items were of particular concern; however, only three items received a comparatively high incidence of “D” and “F” grades: “realistic appraisal of the future,” “attention to sound and well maintained infrastructure,” and “careful use of fiscal resources.”

In addition to these ratings, the committee identified Core Values that make St. Charles Parish distinctive as a community and that are essential to its future. The committee listed the following characteristics that set the quality of life in St. Charles Parish apart from other communities:

- High quality public education
- Low crime
- Quality public safety
- High levels of employment
- Country life atmosphere
- Unique heritage, culture and historical sites
- Clean natural environment
- Strong tax base
- Strong family orientation

MISSION STATEMENT

Considering these core values and their evaluations of essential community characteristics, committee members were asked to write a brief mission statement for the committee and to state their vision for the future of St. Charles Parish. Exhibits 2-2 and 2-3 list the mission and vision statements submitted. The following distills this input into a single mission statement:

“To be St. Charles Parish’s driving force in preparing and implementing a strategic plan that guides the community’s leaders in their economic development efforts. In accomplishing this mission, we will be guided by our need as a community to:

- ***Preserve our rich and unique culture and heritage;***
- ***Protect our unique and valuable community assets and environmental resources; and***
- ***Promote high intellectual standards, educational achievement, and strong family values among all citizens of St. Charles Parish.”***

EXHIBIT 2-1

Community Rating Tabulation Form

St. Charles Parish

HOW DO YOU RATE ST. CHARLES PARISH ON ITS COMMUNITY SURVIVAL "CLUES"?						
		A	B	C	D	F
1.	Evidence of community pride	3	11	6	0	0
2.	Emphasis on quality in business and community life	1	8	3	2	0
3.	Willingness to invest in the future	2	5	10	3	1
4.	Participatory approach to community decision-making	0	4	15	4	0
5.	Cooperative community spirit	3	9	8	2	0
6.	Realistic appraisal of future opportunities	0	4	12	9	0
7.	Awareness of competitive positioning	1	6	11	2	2
8.	Knowledge of the physical environment	1	13	7	1	0
9.	Active economic development program	5	12	5	0	1
10.	Deliberate transition of power to a younger generation of leaders	1	5	11	5	1
11.	Acceptance of women in leadership roles	3	8	6	5	1
12.	Strong belief in and support for education	14	5	1	0	0
13.	Problem-solving approach to providing health care	2	7	11	3	0
14.	Strong multigenerational family orientation	4	10	6	1	0
15.	Strong presence of traditional institutions that are integral to community life	7	6	8	1	0
16.	Attention to sound and well maintained infrastructure	1	5	6	6	2
17.	Careful use of fiscal resources	1	6	8	6	2
18.	Sophisticated use of information resources	1	8	8	5	1
19.	Willingness to seek help outside	4	3	11	1	0
20.	Conviction that in the long run, you have to do it yourself	3	9	8	2	0
	Total	57	144	162	58	11
	Total (A's & B's combined and D's and F's combined)	201		162	69	

Mean Score: 2.4 = C+

EXHIBIT 2-2

Mission Statements Submitted by Participants

The mission or purpose of the Planning Committee is...

1. To evaluate the state of the parish at present and determine strategies to improve or redirect efforts for future development.
2. To develop criteria for positive growth and development of St. Charles Parish, with measurable benchmarks for achieving sustainable communities.
3. To assist in developing a realistic plan that will address the needs of all citizens of the parish.
4. To help the parish develop a blueprint for success.
5. To develop a document, a plan, that addresses all sectors of the community and that will serve as a roadmap for political, economic, and community development. We need to come up with a general idea of what is good for and needed to assure continued development of our parish. We need to keep the quality of life as a primary component of what we come up with.
6. To enhance the quality of life and give the proper direction to our fast-growing community.
7. To develop a workable plan that successfully influences St. Charles Parish to enhance individual and business investments, while reducing the effects of potential slowdowns from outside forces (regional, national, international).
8. To guide and influence the Parish of St. Charles to work together on a common plan that is accepted by parish leadership, reviewed and measured annually, and updated as necessary.
9. To provide direction for growth and prosperity and to develop a plan for implementation of specific goals to that end.

10. To guide and influence the growth of the parish in economic, political, and social development in order to create an environment that will be beneficial for years to come.
11. To develop the framework for a community development plan that will serve as a roadmap for the future.
12. To ensure that all segments of our community are involved and engaged in the in-depth analysis of where we are and where we want to go (vision). To establish the standards and blueprint for a strategic planning and development process that is action-based, with timelines, accountabilities/responsibilities assigned and agreed to that are dynamic, flexible, and monitored.
13. To develop a plan that will set out and prioritize the actions necessary to allow the parish to grow in a progressive and orderly manner.
14. To prepare a working document to set guidelines for the improvement of quality of life in St. Charles Parish.
15. To ensure the success of the planning process.
16. To develop a committed group interested in the growth of St. Charles Parish and willing to take the initiative to plan, prioritize, and initiate the follow-through process.
17. To create a strategy for achieving future growth and policies to become a desirable community in which to live and work.
18. To come together to guide our parish in the proper direction to progress.
19. To be a catalyst of identifying community needs for positive development.

EXHIBIT 2-3

Vision Statements Submitted by Participants

My vision for St. Charles Parish's future is...

1. An environmentally sound, crime-free parish, while preserving the rural character of each community.
2. To encourage smart growth of residential, commercial and industrial sectors of the parish with emphasis on preserving our culture and heritage and maintaining sustainable communities for all citizens.
3. To provide a high quality of life that will attract residents and businesses to St. Charles Parish.
4. A well-rounded community for people to live in (opportunity for employment, family-oriented, high quality, basic human services and good infrastructure).
5. A parish with a strong industrial and employment base; a parish with a great educational system; a parish with quality residential development; a parish with good retail services and support for residents.
6. To grow in a professional and aggressive business manner never losing our close-knit, family style of living.
7. A well-rounded parish that supports growth and change willingly.
8. A community of citizens working together to provide and achieve its strategic plan.
9. A community of prosperity where people can work and play in a safe and enjoyable environment.
10. For all entities to come together as a joint force to ensure future growth, development, and stability of the parish.
11. A healthy community that is a desirable place to live.

12. A progressive, sustainable community that continues to change and evolve and embrace diversity, while at the same time preserving historical and cultural gems that define who we are and improving the quality of life for all residents. Financial and moral commitment for education and health and human services for all residents. A community of all citizens working together to make St. Charles Parish the best place in which to live and work and play in the State of Louisiana.
13. A place where our children can live, work, and play.
14. All sectors working together for the betterment of St. Charles Parish for the present and future generations.
15. To be recognized as a place where people aspire to live and work.
16. A community established in the concepts of community involvement where infrastructure makes life such that people can concentrate on the value of family life and where local economic growth is sustained by technological factors and influenced by economic need.
17. A desirable, affordable community where family and business can coexist.
18. A viable business and manufacturing hub with a civic center, good education facilities, and a fine tourist destination.
19. A community that encourages and nurtures a diverse economy that is able to address and support the needs and desires of the citizens.

SECTION III

SWOT ANALYSIS: THE PARAMETERS FOR STRATEGIC ECONOMIC DEVELOPMENT

SWOT PROCESS

After discussing the core values and the mission statement, the committee conducted an environmental scan, or SWOT analysis. This process was used to help the committee focus on issues of strategic importance to the future of St. Charles Parish and was the basis for establishing subcommittees that were responsible for drafting specific goals, objectives, and implementation steps. The environmental scan had two major parts:

1. Recognizing and listing the community's strengths and weaknesses.
2. Identifying the opportunities and threats confronting the community.

Strengths and weaknesses are internal attributes over which the community can exercise some degree of control. Opportunities and threats are factors or forces that are external and thus cannot be controlled by the community.

The committee analyzed the strengths and weaknesses of the community by considering the following:

- Physical and locational attributes
- Economic base and structure
- Sociological factors and trends
- Housing, real estate, and land use trends
- Tax base and structure
- Political conditions and environment
- Cultural and historical traditions

Some of the major issues the committee addressed while discussing opportunities and threats for which St. Charles Parish should be strategically prepared included:

- Key economic and social trends
- Structural economic shifts—global, national, regional, and state
- Governmental and political changes at all levels
- Technological changes and innovations
- Organizational changes in industry
- Competition—globally, nationally, regionally
- Changing financial resources locally, as well as at the state and national levels

SWOT RESULTS

Exhibit 3-1, which follows, summarizes the results of the SWOT analysis. The items shown received the highest number of votes cast by individual committee members who selected the top five in each category. Exhibits 3-2 through 3-5 show a complete listing of all items listed during the committee’s full discussion of strengths, weaknesses, opportunities, and threats. Each set of items is listed in the order of the number of votes each received in terms of their relative importance.

STRENGTHS AND WEAKNESSES

The parish’s education system and its high per capita tax base rose to the top of those attributes listed by committee members as significant strengths for St. Charles Parish. The strength of the parish’s local school system is obviously a reflection of significant recurring public investment, which is supported through the community’s tax base. These strengths are solid foundations upon which to build a broader, more diversified and well positioned economic base for the long-term future of St. Charles Parish.

The second major theme emerging from a prioritization of community strengths focused primarily on the parish's quality of life. The availability of recreational facilities, low crime and a strong United Way program all ranked equally, with 13 votes each. These factors were identified as important attributes that attract new residents to the community or keep many from moving away. These diverse qualities offer a variety of recreational activities for all members of the community that can be enjoyed within the context of a safe and very caring community environment. Factors such as these not only attract families and individuals to a community but also weigh heavily in the decision of many businesses to locate or remain in an area. In particular, companies in the technology sectors place high priority on a community's commitment to investment in educational resources as well as to ensure a high quality of life for its residents. As St. Charles Parish seeks to promote continued economic growth and diversification, the continuing challenge for parish leadership is to be ever vigilant of balancing this focus with preservation and enhancement of the community's quality of life.

The third distinct theme emerging from a prioritization of community strengths focused on the physical platform or infrastructure to facilitate future growth and development. The availability of developable land and presence of major transportation arteries were equally weighted in importance, with 12 votes each. Although undevelopable wetlands comprise large areas of the parish, the committee's perception was that the supply of vacant land that could support development was more than adequate to accommodate the parish's foreseeable future growth. This was true for communities on both sides of the river. The committee did note, however, that the abundance of land should not be treated as an unlimited resource and that sound planning should be given high priority to ensure that land is allocated in a way to enhance future growth and economic development opportunities.

A similar concern was voiced regarding the local transportation network, despite the presence of excellent federal and state highways serving the parish. The major federal system consisting of I-10, I-310, US 61, US 90, and numerous state highways such as 3127 and 48, provide excellent access to and transport through St. Charles Parish. These significant infrastructure networks provide a basis for a myriad of residential, commercial, and industrial development opportunities. In view of most committee members, a long-

range plan should be formulated to address the need for a better local street network to link more efficiently to the federal and state highways and to improve traffic flows to and from concentrations of residential neighborhoods and business activity. The Regulatory Rehab and Infrastructure subcommittees subsequently addressed these and related concerns.

Rounding out the list of significant strengths were three factors, each relating to one of the previously identified major themes: high per capita income, family culture, and the river corridor. The first is clearly linked to the strengths of “strong school system” and “high tax base,” while family culture and river corridor reinforced the observations relating to “quality of life” and “good, basic transportation infrastructure.”

Although St. Charles Parish stands on the cusp of significant growth and development opportunities because of its formidable strengths, the committee identified several areas of concern that represented potential barriers to realizing the full benefits of this progress. Many of these concerns became the focus of specific subcommittees whose task it was to formulate plans to address and, where possible, remediate them.

The top three items noted as most significant weaknesses were the lack of a local highway and street plan (15 votes), roadblocks to development due to cumbersome regulatory and permitting processes (14 votes), and a lack of local incentives to attract new businesses and retain existing ones (13 votes). These and closely related issues became the focus of the Infrastructure Development, Regulatory Rehab and Business Attraction, and Retention and Workforce Development subcommittees. As previously stated, the first two areas of concern addressed the other side of two significant strengths: availability of land and the transportation network. As strong as these might be, the absence of a plan to guide decisions regarding infrastructure development and future land use allocation potentially limits the added value these assets may contribute over time.

At the same time, it has become increasingly apparent in communities throughout the United States that despite an abundance of rich natural and manmade assets, a lack of incentives puts a local area at competitive disadvantage in its economic development efforts. Thus, an effective package of financing and tax incentives needs to be formulated to be used as leverage to attract, retain and nurture enterprises doing business in St. Charles Parish or considering it as a location.

Although lack of shared goals emerged as a major weakness, the committee immediately addressed this by forming its focus area subcommittees to work toward consensus and common goals on challenging issues confronting the community. These subcommittees worked diligently to formulate the goals, objectives, and implementation plans presented in Section V of this report. Through the present and ongoing work of the committee, the divergence of shared goals can be gradually narrowed, although probably never eliminated to everyone's satisfaction.

Other areas identified as significant weaknesses were a limited base of retail stores, an underdeveloped local healthcare system, an absence of fiscal planning between local government agencies, an aging population that lacks adequate facilities, and gaps in leadership development for the next generation. The committee initially formed two subcommittees to address some of these issues: Interagency Relations and Health and Human Services. Because of the broad scope of issues that needed to be addressed, Health and Human Services was subdivided into two distinct committees—one focused on the parish's human service network and the other on its healthcare system. The committee also subsequently formulated a Leadership Development subcommittee. The planning committee discussed the possibility of creating a St. Charles Parish young leadership council, as well as other possible programs that could be pursued regarding leadership training and development.

OPPORTUNITIES AND THREATS

External forces, both opportunities and threats, define the larger context in which a community's economic development strategic plan is formulated and ultimately implemented. Although they are generally beyond the direct control and influence of the community, these forces represent its current and future operating reality. Strategies selected should be responsive to recognized opportunities that may help move the community forward, and at the same time, they should anticipate potential threats that stand in the way of this progress. Identifying opportunities and threats is a particularly challenging task for many strategic planning committees since it involves considering trends and forces that are not confronted on a daily basis. The St. Charles Parish committee, however, was very thoughtful in this regard and was able to identify a number

of forces that its selected strategies would need to address in terms of taking advantage of an opportunity or mitigating a perceived threat.

Developable land, retirement community development, a possible regional airport, and marketable educational resources were the top four opportunities identified. This result was consistent with strengths or other assets previously mentioned. Building on the strengths of the local education system is very much an opportunity to grow a more diversified economy on the foundation of a better-prepared workforce. In a like manner, the strengths related to quality of life and land availability offer significant opportunities to develop retirement housing for an underserved segment of the community, while at the same time positioning the community to take advantage of the wide range of development possibilities inherent with the creation of a new regional airport.

Physical assets, particularly the area's highway system and its strategic location in the river corridor, also contributed to the identification of office, warehouse, and distribution park development potential in St. Charles Parish as well as expansion of port-related facilities and activities. The parish is already the location of numerous industrial plants and facilities that form a significant portion of its economic base as well as a number of business parks (ie, James and Plantation), which are home to an impressive mix of national, regional, and local firms. The continued migration of business and industry upriver from Jefferson and Orleans parishes will fuel demand for additional sites and buildings in similarly planned parks.

The theme of regional cooperation also emerged as an opportunity. Specifically, the committee identified an opportunity to leverage resources through greater cooperation with agencies, initiatives, and local governments throughout the metropolitan New Orleans region, while at the same time learning from and avoiding mistakes community made previously. The issue of regional cooperation is a formidable risk for some, particularly in economic development. However, the framework for such cooperation is currently in place through organizations such as MetroVision and the regional planning and development districts, and the state and federal governments are increasingly insistent on such cooperation. This becomes increasingly apparent when state and federal funding agencies prioritize funding allocations and grant awards, often requiring evidence that a local

community is pursuing its own economic development initiatives within the umbrella of a regional or state plan. Section IV of this report addresses state-level initiatives for economic development that provide such a framework for local communities.

The list of threats facing the community or issues that were identified as potentially impeding its growth and development were somewhat diverse. The top three included the damaging impact of hurricanes and other major storms, environmental pressures due to rapid growth, and a shallow pool of individuals qualified for public service. Although it may not be immediately apparent, each of these threats can be linked to an identified weakness, particularly in regard to environmental pressures being related to the previously identified regulatory roadblocks to development. The environmental pressures discussed were those emanating not just from local constituents but also those being increasingly promulgated at the state and federal levels, which threatened not just future growth but some of the parish's existing economic fabric and backbone. The Regulatory Rehab subcommittee addressed this multifaceted concern in a number of ways, seeking to balance the desire to grow with the need to do so in a sustainable manner.

Although identified as a threat, the committee did not pursue the issue of a shallow pool of qualified candidates for public service in a direct manner. This issue is related to a lack of community leadership development, but it is more specific with respect to the public sector. This problem is not necessarily unique to St. Charles Parish nor does it have an easy solution. On one level, parish government may need to consider the competitiveness of its salary and benefits package in comparison to those generally available in the private sector for a comparable level of skills, experience, and responsibilities. At another level, the Leadership subcommittee may be able to address this issue in greater detail with participation from parish government officials (both elected and appointed).

The next five threats identified all focused on financial resources in one way or another. Three specifically addressed tax inequalities or deficiencies, while two others addressed limited state funding flows for local education and the rising costs of development, which was having the immediate effect of making housing less affordable.

Three tax-related threats were the unbalanced state tax structure, an inadequate tax base for community services, and a growing tax burden for business. These are

obviously interrelated and are the recurring subjects of the ongoing debate in Louisiana over tax reform. Although some progress has been made in this regard, the state has a long road ahead before its tax structure becomes comparable to that of other states. And, considering the sources of revenue from which taxes have been generated historically, radical transformation is not likely in the foreseeable future. With a preponderance of the state's population living at or below the poverty level, significant gains from personal income taxes and property taxes are not very likely. Shifting a greater share of the tax burden to the relatively small share of those who can afford to shoulder the burden is not politically acceptable. Thus, the legislature will continue to tinker around the edges and reduce some tax burdens on resident companies while shifting the burden to nonresident firms. The bottom line is: the tax structure will remain unbalanced, the burden on many businesses will not be reduced significantly (if at all), and local communities will have to become increasingly creative in making up revenue deficiencies while attempting to maintain and improve local services.

In most local communities, this means generating more tax revenues from nonresidents. This occurs with net inflows through retail sales tax collections or new tax revenues generated by visitors and tourists. The previously noted lack of a major retail base (ie, regional mall or power center) mitigates retail sales as a potential source in the short term. The parish does not presently have a critical mass of population and buying power on either the east or west banks of the river to support such a major retail presence. Only growth can remedy this problem. Tax collections, however, could be increased as the parish expands its inventory of hotel and motel rooms and more aggressively promotes its tourism industry. Also, the continuing effort to develop a civic and performing arts center should be focused on how and to what extent such a facility can contribute to closing the gap in local funding flows, including deficiencies in the state's support for local education. This would be entirely consistent with building upon and enhancing the community's top-rated asset—its education system.

The next section of this report discusses the market context in which St. Charles Parish's economic development initiatives are likely to be implemented over the next several years and addresses other major trends and forces that will influence how the parish positions itself in an increasingly competitive environment.

EXHIBIT 3-1 SWOT ANALYSIS SUMMARY

St. Charles Parish

STRENGTHS			WEAKNESSES		
Rank	Item	Votes	Rank	Item	Votes
1	Education system	22	1	No highway/street plan	15
2	High per capita tax base	17	2	Roadblocks to development (cumbersome regulations)	14
3	Recreational facilities	13	3	Lack of local incentives to attract business	13
3	Low crime	13	4	Lack of shared goals	12
3	United Way	13	5	Limited retail base (out-shopping and tax flow)	11
3	911 and emergency operations	13	5	Undeveloped healthcare system	11
4	Developable land	12	5	No fiscal planning between agencies	11
4	Major transportation arteries	12	5	Next generation leadership not being developed	11
5	High per capita income	7	6	Aging population lacks facilities	10
6	Family culture	6	7	No parish-wide transportation system	7
6	River corridor	6	8	Failure to leverage community human resources	5
OPPORTUNITIES			THREATS		
Rank	Item	Votes	Rank	Item	Votes
1	Developable land	16	1	Hurricanes and major storms	17
2	Retirement community development	14	1	Environmental pressures	17
2	Regional airport	14	2	Shallow qualified public service pool	16
3	Marketable education resources—higher levels	13	3	Unbalanced state tax structure	14
4	Learn from mistakes of neighboring parishes	12	3	Inadequate tax base for community services	14
4	Tourism growth	12	4	LA business climate ratings (consistently low)	13
5	Warehouse/distribution development	9	5	Growing business tax burden	10
5	Leverage regional cooperation	9	5	Stagnant state funds for local education	10
6	Market community strengths	8	6	Rising development costs	9
7	Healthcare business development	5			
7	Port development opportunities	5			

EXHIBIT 3-2
SWOT ANALYSIS: STRENGTHS AND WEAKNESSES

St. Charles Parish

STRENGTHS			
22	Education (school system)	5	Industrial base
17	Tax base (large per capita)	3	Active civic groups
13	United Way and other charitable organizations	2	Location in Parish
13	911 and emergency operations	2	Historical sites
13	Recreation	1	Semi-rural character
13	Low crime	0	Religious diversity
12	Developable land	0	Community pride
12	Major transport arteries	0	Hospitable people
7	High per capita personal income	0	Climate
6	River corridor	0	Cultural heritage
6	“Family” culture	0	Natural resource

EXHIBIT 3-3
SWOT ANALYSIS: STRENGTHS AND WEAKNESSES

St. Charles Parish

WEAKNESSES			
15	No highway/street plan	1	No building code
14	Roadblocks to development (cumbersome regulations)	1	Tax structure
13	Lack of local incentives to attract business	1	One-sided business base
12	Lack of shared goals	1	Too much wetlands
11	Limited retail base	1	Lack of visionary leadership
11	Underdeveloped healthcare system	0	Lack of communication across community segments
11	No fiscal planning between agencies	0	Insufficient public housing
11	No development of next generation of leadership	0	No community development plan
10	Aging population and lack of facilities	0	Coastal erosion
7	Lack of parish-wide public transportation	0	Competing interests – “turf”
5	Failure to leverage community human resources	0	Segments of community not engaged
4	Lack of incentives to attract and retain retirees	0	Lack of affordable housing
4	Litter	0	Responsible user participation
3	Lack of entertainment vendors	0	Lack of parish-wide sewer system
3	Lack of community reinvestment by participants	0	High per capita tax burden
2	Flood-prone areas	0	Cancer alley “perception”
2	Eastbank/Westbank conflict/rivalry	0	Rapid growth
2	Lack of dialog among public/private sectors	0	Negative image of state
2	Racial division	0	School districts in older areas

EXHIBIT 3-4
SWOT ANALYSIS: OPPORTUNITIES AND THREATS

St. Charles Parish

OPPORTUNITIES			
16	Developable land	4	Untapped port development opportunities
14	Retirement community development potential	4	Increased retail development
14	Regional airport	3	Coordinate local agencies/entities for better planning of facilities and services
13	Marketable education resources — higher levels	3	Coordination with river region
12	Learn from mistakes neighboring communities/parishes make	2	Abundant energy resources
12	Tourism growth	2	Marketable education resources
9	Warehousing/distribution development	2	Untapped intellectual capital
9	Leverage regional cooperation	2	Provide incentives for new business
8	Marketing community strengths	1	Leverage a large, existing public revenue stream
5	Healthcare business development	1	Secure additional state and federal funds
5	Business development in technology	0	Create community unity
4	River	0	Partner with Stennis Space Center

EXHIBIT 3-5
SWOT Analysis: Opportunities and Threats

St. Charles Parish

THREATS			
17	Hurricanes and major storms	4	Exodus of intellectual capital/people
17	Environmental pressures – Over-zealous regulation and “extreme” organization	2	Lack of adequate tax base for community services
16	“Shallow” qualified public servant pool	2	Wetlands erosion
14	Unbalanced state tax structure/reallocation	2	Industrial accidents
14	Plant closing possibilities	1	Transport of hazardous materials
13	Business climate ratings	1	Flooding
10	Growing business tax burden	1	Global manufacturing competition
10	Stagnant state funds for local education	0	Division in community goals
9	Rising development costs	0	Ever-changing political structure
6	Environmental pollution	0	High labor rates (wages)
5	Public apathy	0	Rising housing costs

SECTION IV

ECONOMIC PROFILE OF METROPOLITAN NEW ORLEANS AND ST. CHARLES PARISH: MARKET PARAMETERS FOR STRATEGIC REAL ESTATE DEVELOPMENT

RATIONALE FOR THE CONTEXT

Formulating and implementing a strategic plan for economic development requires an understanding of the forces of change that have impacted and are likely to impact a local community. These forces include economic, socio-demographic, political, and locational factors that have made the community what it is today and what it is likely to be in the foreseeable future. Historic trends are but a reflection of changes that the local community has endured—for better or worse. Some of these changes are a direct reflection of decisions made by leaders within the community at various points in its history. Others are a direct outgrowth of its cultural origins. Still other trends reflect structural shifts linked to private and public investment decisions of both locals and non-locals seeking to benefit from the area's locational advantages or natural resources. Additionally, changes occurring at the national and global levels will influence strategic development initiatives pursued by St. Charles Parish as it seeks to strengthen and diversify the mix of enterprises that make up its economic base.

Cumulatively, such trends provide a basis for understanding what has been important to growth and development in St. Charles Parish and a framework for establishing how the community will position itself strategically to face the uncertainties, opportunities, and challenges of the future. A community's past cannot be erased or rewritten. Facts are subject to interpretation, yet ignoring the lessons of the past when looking to the future is foolish at best. As one social commentator said long ago, "He who ignores the mistakes of the past is bound to repeat them."

A review of the historical context of the community is not intended to bring attention to an area's shortcomings nor is it to be a platform from which to assign blame for actual or perceived failures. Instead, it is a mechanism for evaluating the relative health of the

community, particularly from an economic perspective, to gain a better understanding of its growth potential from a structural standpoint, and to guide the formulation, implementation, and ongoing refinement of St. Charles Parish's strategic economic development plan.

HISTORICAL CONTEXT

The tables and graphics that follow provide a brief overview of the demographic and economic history of St. Charles Parish and the region of which it is a part. St. Charles Parish is one of eight parishes in the New Orleans MSA (Metropolitan Statistical Area) as defined by the US Bureau of the Census. The other seven parishes are Jefferson, Orleans, Plaquemines, St. Bernard, St. John, St. James, and St. Tammany. The MSA is located in southeast Louisiana and has served as the anchor of economic growth and local point of notoriety (both good and bad) for much of the state's history.

Property value and development are influenced by changing social trends, economic conditions, governmental regulations, and environmental considerations. These forces exert varying degrees of influence over time and cause significant economic and demographic structural shifts. The New Orleans region's history is littered with evidence of forces that have had (and continue to have) significant impacts on locational choices, acquisitions and investment decisions, development patterns, and value creation.

The New Orleans area remains a proverbial good news, bad news story. The good news is that the economy continues to grow, albeit at a rate that is not sufficient to stem population out-migration. Net population gains are due largely to the natural increase of births over deaths. The New Orleans economy has not lost forward momentum, but it is just barely moving ahead. Therein lies the basis of the bad news. The lack of dynamic growth, which for New Orleans would be a 2% or better annual increase in employment, has resulted in a slowdown of absorption for both new and existing building inventory. As such, occupancy rates have either slipped or remain flat, rents have reached a plateau, and financing of new construction and renovation projects has become more difficult due to increased caution being exercised by lenders. Excess inventories of retail space are evident in many sectors of the market, while the standing unsold inventory of both new and existing

homes priced at \$250,000 or above continues to grow, particularly in western St. Tammany Parish. These conditions are the inevitable result of the economic collision between several years of rapid new construction and the continued and accelerated downsizing of the local oil and gas industry, which is draining well-paying jobs from the market.

Also, the New Orleans area, like much of the US economy, has felt the sudden and significant effects of the September 11th terrorist attacks in New York and Washington. The local tourism industry, although recovering somewhat, has been hard hit. Several major conventions cancelled their gatherings, and attendance at others has been somewhat below anticipated levels. Tourism and convention officials are pursuing aggressive merchandising to promote the region and reassure travelers of the area's safety and security. Only time and the absence of further terrorist events will determine how effective these efforts may be. Also, the level of tourist trade in New Orleans is directly linked to the nation's overall economic health. Should the United States slip into a prolonged recession, promotional efforts are likely to be less effective.

Social forces are reflected predominantly by changing demographic trends. Of most importance are the rates of population and household growth, as well as patterns of growth geographically and across a range of age, racial and income characteristics. These patterns directly impact overall demand for goods and services of all types. With the population of the metropolitan area growing at an average annual rate of less than 0.5% for the period 1990 to 2000, the underlying force of demand in the market overall could be characterized as weak at best. Suburban parishes such as St. Tammany and St. Charles have experienced double-digit growth rates since 1990. However, they are the exceptions among the eight parishes in the region, where growth rates for the decade have generally been less than 5% and Orleans Parish experienced further population declines.

Economic forces, particularly employment trends, drive growth in local markets. An expanding economic base fuels demand for development and thus broadens the range of land uses supportable within a local market. The structure of an area's economic base influences the diversity and sustainability of its growth and thus the marketability, utilization, and value of property. The restructuring, downsizing, and re-engineering of the oil and gas industry continues to negatively affect real estate demand while creating

further uncertainty for the future. Changes occurring in this once-significant contributor to the local economy's growth are neither temporary nor cyclical. They are being driven by global competition and industry-wide responses to this new environment and are thus permanent. In a post-"9-11" world, the United States strategically would be attempting to reduce its dependence on the Middle East and other OPEC countries for oil supplies. Should such a strategy be vigorously pursued, South Louisiana in general and metropolitan New Orleans in particular would be beneficiaries of increased domestic exploration and production activities.

Also, the comparatively slow migration of the New Orleans area to a 'New Economy' framework driven by technological innovation and globalization has contributed significantly to its somewhat sluggish growth rate over the past decade. For reasons enumerated many times over, the area has generally failed to generate new economic opportunities on a scale comparable to its sister regions throughout the Southeast and Southwest United States. A slowly evolving technology infrastructure may change this performance record. However, much of the "potential" in this domain is yet to be realized and, in some regard, somewhat speculative.

Market forces interact with factors such as technology, cultural norms, and the institutional framework. Changing technology impacts how goods and products are manufactured, processed and delivered and thus influences the types and location of land uses that best accommodate these activities. Rapidly changing technology accelerates functional obsolescence in buildings and consequently affects decisions regarding their highest and best use. For some, this means adaptive reuse, while for others, the most feasible alternative may be a return to vacant land. In the New Orleans area, the influence of changing technology and shifting market forces is best evidenced by the conversion of old warehouse buildings to residential apartments and condominiums and the adaptive reuse of functionally obsolete CBD office space as hotels. Technology has also played a significant role in changes occurring in the energy sector as well as in the port and other transportation-related sectors. With regard to the port, the New Orleans area has generally failed to keep pace with new cargo-loading technologies (ie, high-volume container shipping) and consequently has lost shipping business to competing Gulf Coast ports such as Houston and Tampa. This has adversely affected demand for warehouse and

distribution space over the past decade and is now driving much of the discussion regarding the development of the Millennium Port.

The institutional framework can either restrain or facilitate growth. Governmental forces at all levels (local, state and federal) have significant influence on growth and development patterns in the New Orleans area. Local zoning and planning influence development, particularly its timing and cost. In a multi-jurisdiction area like metropolitan New Orleans, communities with fewer or less cumbersome land use regulations have historically attracted larger shares of growth. Also, areas such as Jefferson Parish during the 1960's and 1970's and St. Tammany Parish in the 1980's and 1990's have offered an abundant supply of raw land. The inattention to planning, however, inevitably returns to haunt such jurisdictions with clogged transportation arteries, overburdened sewer and water systems, and an overall decline in quality of life. The lessons learned by these neighboring parishes should be instructive to St. Charles. Federal wetlands regulations also influence development patterns, particularly on the West Bank of Jefferson Parish, in St. Tammany Parish, and in the River Corridor parishes of St. Charles and St. John.

Another significant element of the institutional framework is the area's local banking community. The best evidence of its influence on real estate is the availability and cost of funds for development, construction and acquisition. Financial institutions, however, also have a broader role in an area's economic development and growth, which is particularly important in financing new businesses or making loans for expansion or diversification of existing businesses. Historically conservative in this regard, financial institutions in the New Orleans area have become increasingly aggressive in financing new small businesses. All of the area's largest banks and many mid-sized banks pursue small business loans, many of which involve SBA guarantees. Local banks also participate in numerous local and/or state-sponsored government programs designed to assist new start-ups and expand existing businesses, and several area banks with St. Charles Parish locations, such as Hibernia, are certified SBA lenders. This kind of banking activity is essential to long-term, sustainable economic development in the community. So too is seed, venture, and mezzanine capital for early-stage and growing entrepreneurial enterprises. These are in somewhat shorter supply, although several banks participate in SBICs (Small

Business Investment Companies), which focus on providing such financial resources, usually to established firms with good growth potential.

Natural and man-made environmental features are other elements of the region's institutional framework. These include support infrastructure for local communities, as well as transportation networks linking communities together and providing the means for moving people, goods and services throughout the local economy. Natural features, such as the Mississippi River and the extensive network of canals and waterways, are assets upon which large segments of the regional economy depend. This is particularly true for petrochemicals processing, ship fabrication, foreign trade and a wide variety of waterborne commerce, including recreational and tourist cruises. These same water bodies, however, also create barriers that other elements of the transportation network have been built to overcome. As previously discussed, St. Charles Parish is fortunate to have a fairly well-developed federal and state highway system, including the Hale Boggs Bridge, which provides convenient access from the east to the west banks of the river.

Topography and soil conditions are vital environmental elements of the region's physical framework. They influence development, growth and land use patterns. Although generally flat, much of the region's geography is dominated by unstable soil, necessitating additional foundation costs for new construction or outright avoidance of some areas. These conditions are relevant for St. Charles Parish and should be addressed as part of the long-range land use planning effort discussed as part of the implementation process of the strategic plan.

Population and Household Growth Trends

The eight-parish metropolitan area accounts for 30% of the state's total population, a share that has been relatively constant since 1970. Between 1970 and 1980, the area's total population grew by just under 14%, adding just over 159,000 people. This was a period of generally stable economic growth, producing net in-migration among those seeking new job opportunities, particularly in the oil and gas industry. Suburban parishes, such as Jefferson and St. Tammany, experienced the largest gains in population (116,363 and 47,284 persons, respectively), followed by St. Bernard (up 12,912 persons), St. John (up 8,111 persons), and St. Charles (up 7,709 persons). Orleans was the only parish to lose

population (down 35,956 persons) largely due to the continued out-migration of middle and upper-middle class households to the Jefferson and St. Tammany suburbs. (See Table 4-1 and Graph 4-1.)

The 1980's in metropolitan New Orleans were dominated by very difficult economic conditions due largely to the collapse of the region's oil-dependent sectors. By the end of the decade, the metropolitan area's total population had declined by 1.4% to 1,285,270 persons. Out-migration of households seeking job opportunities was a significant contributor to this trend. St. Tammany Parish continued growing as a suburban bedroom community, although at a slightly slower pace. The same can be said for the upriver parishes of St. Charles and St. John, which had population gains of 5,178 and 8,072 persons, respectively. Out-migration from Orleans Parish accelerated during the decade as its population declined by another 60,577 people. More modest population losses occurred in Jefferson (-6,286), Plaquemines (-474) and St. James (-616). Much of the loss in Jefferson Parish can be attributed to economic dislocations on the West Bank, which was closely linked to the oil and gas industry, and to northward out-migration from the East Bank to the Covington/Mandeville area in St. Tammany Parish.

The area's economic recovery began in 1987 and helped to stem the rate of population loss toward the end of the last decade. Continued and somewhat more robust economic expansion in the early 1990's contributed to modest population gains through the end of the decade. Between 1990 and 2000, the area's population rose to 1,337,726, an increase of 4.1%. By comparison, the state's population grew by 5.9%, the slowest growth rate of all states in the Southwest Region. The greatest gains occurred in St. Tammany (up 46,760 persons) and Jefferson Parish (up 7,160 persons). Population in Orleans Parish continued to shrink (decreasing 12,264 persons or 2.5% since 1990. St. Charles Parish's population rose 13.3% or by 5,635 persons, with the Westbank sector growing by 3,314 persons (1.6% annually) and the Eastbank by 2,352 (1.1% annually). (See Maps 4-1 and 4-2). Emerging residential development in the River Corridor fueled growth in St. John Parish by 7.6% since 1990 (up 3,048 persons).

Not much change is expected in these general patterns of population growth over the next several years, with the possible exception of a continuing shift favoring the upriver

parishes of St. Charles and St. John. The St. Tammany market will continue to grow, but increasingly congested traffic arteries and escalating housing prices relative to income are causing some slowing. Major residential developments proposed for the River Corridor will result in a relatively large infusion of affordable and readily accessible single-family homes in new master-planned communities. Also, the region's overall population growth rate is likely to slow more over the next year or so as another wave of economic dislocations in the energy sector have their impact. Cutbacks, downsizing, and consolidations, either announced or anticipated, are producing net out-migrations of workers. Areas most likely affected are western St. Tammany Parish and the West Bank of Jefferson Parish.

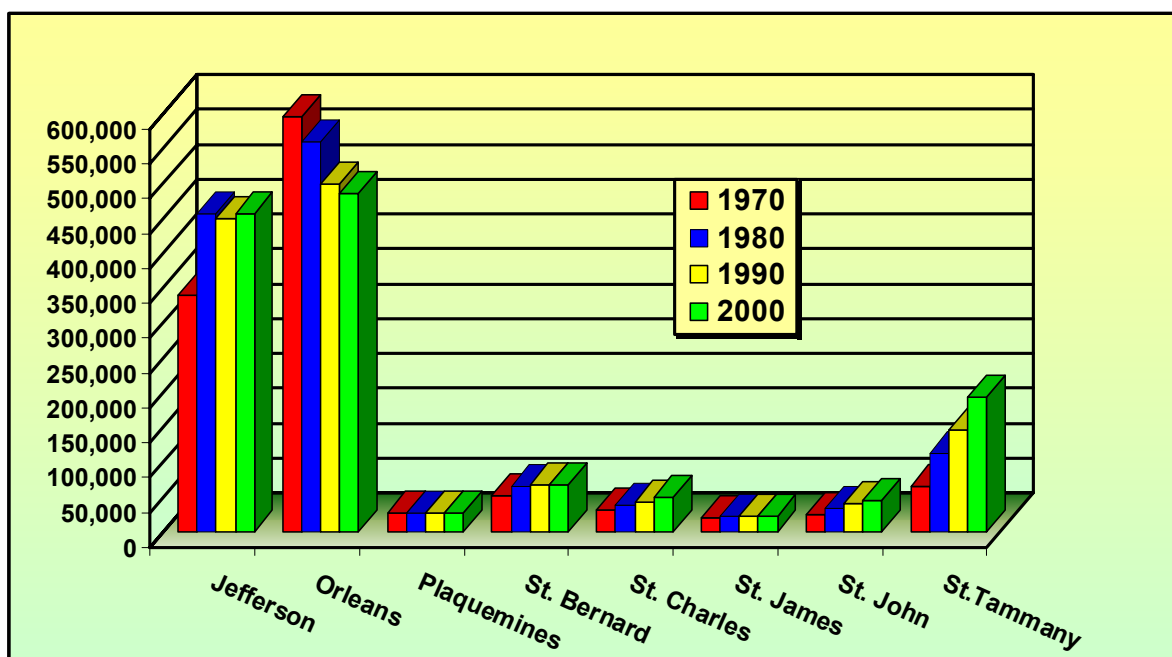
Table 4-1
Summary of Population Growth
by Parish
New Orleans Metropolitan Statistical Area
1970 to 2000

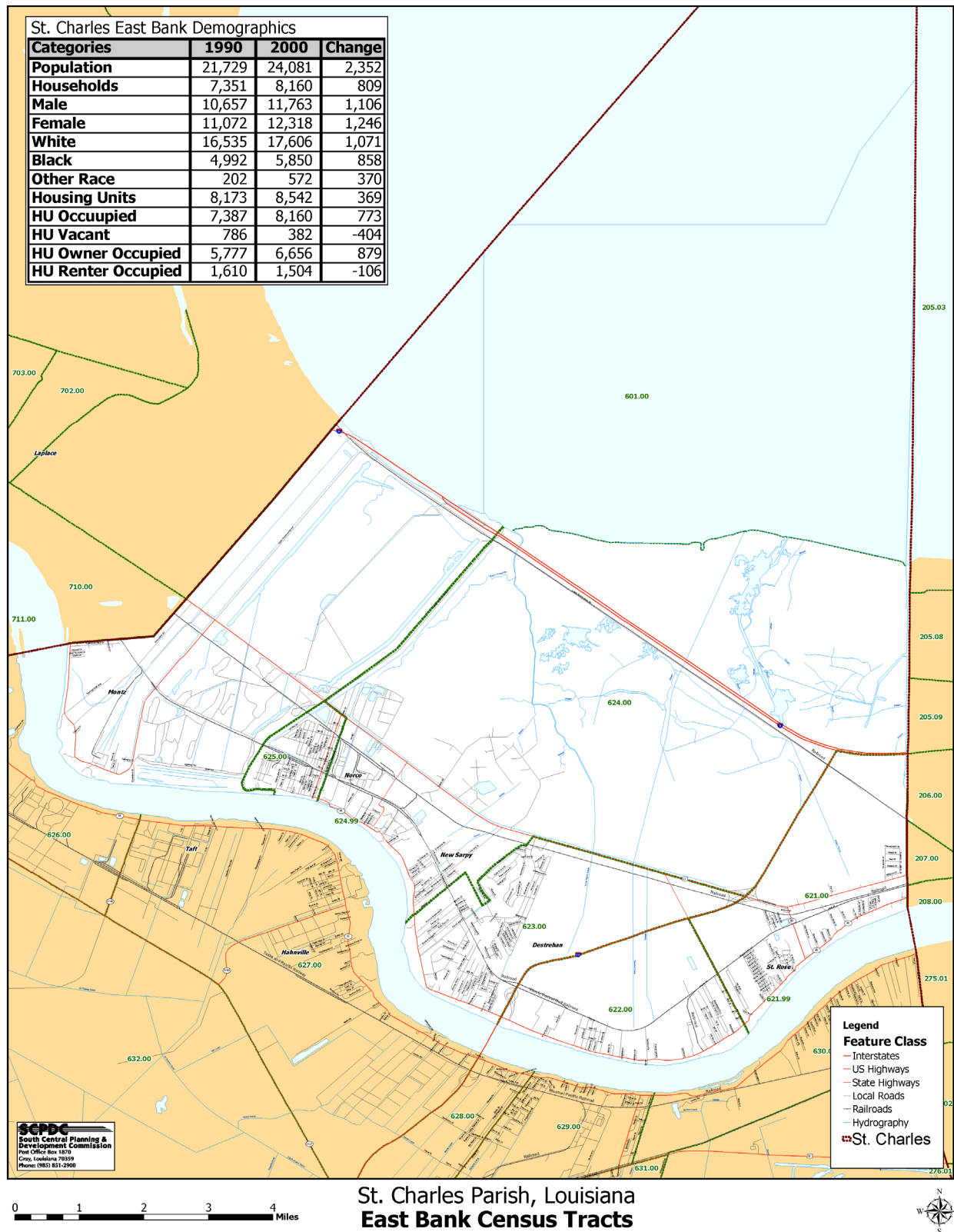
AREA	1970	1980	1990	2000	1970 - 1980 % Change	1970 - 1980 % Change	1980 - 1990 % Change	1980 - 1990 % Change	1990 - 2000 % Change	1990 - 2000 % Change
Jefferson	338,229	454,592	448,306	455,466	34.4	116,363	-1.4	-6,286	1.6	7,160
Orleans	593,471	557,515	496,938	484,674	-6.1	-35,956	-10.9	-60,577	-2.5	-12,264
Plaquemines	25,225	26,049	25,575	26,757	3.3	824	-1.8	-474	4.6	1,182
St. Bernard	51,185	64,097	66,631	67,229	25.2	12,912	4.0	2,534	0.9	598
St. Charles	29,550	37,259	42,437	48,072	26.1	7,709	13.9	5,178	13.3	5,635
St. James	19,733	21,495	20,879	21,216	8.9	1,762	-2.9	-616	1.6	337
St. John	23,813	31,924	39,996	43,044	34.1	8,111	25.3	8,072	7.6	3,048
St. Tammany	63,582	110,869	144,508	191,268	74.4	47,287	30.3	33,639	32.4	46,760
New Orleans MSA*	1,144,788	1,303,800	1,285,270	1,337,726	13.9	159,012	-1.4	-18,530	4.1	52,456
River Parishes**	73,096	90,678	103,312	112,332	24.1	17,582	13.9	12,634	8.7	9,020
State	3,644,637	4,206,098	4,219,973	4,468,976	15.4	561,461	0.3	13,875	5.9	249,003

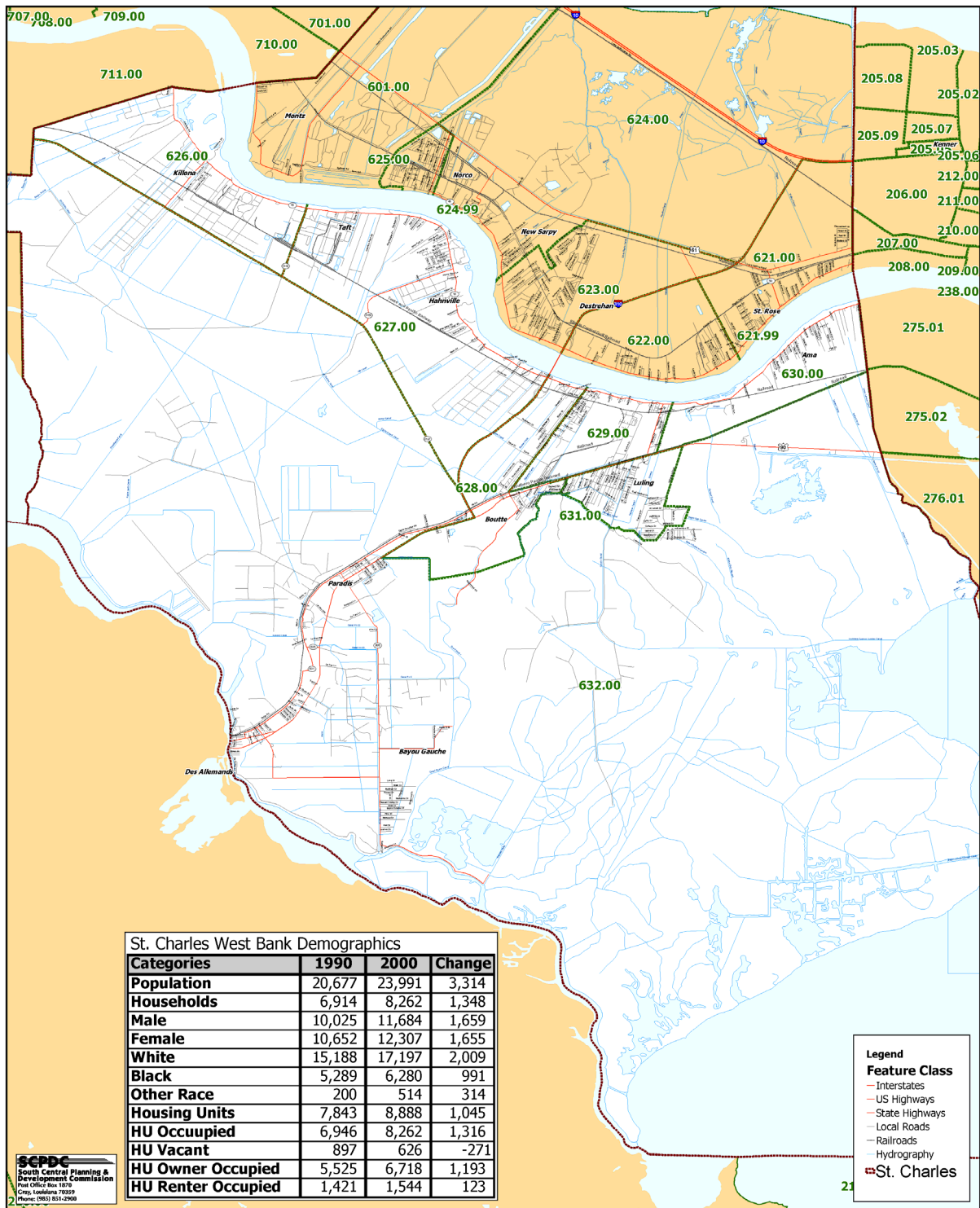
*The New Orleans Metropolitan Statistical Area (MSA) was expanded in 1990 to include the above parishes. Subsequently, we have adjusted the New Orleans MSA for both 1970 and 1980 to include these parishes.

** Parishes of St. Charles, St. James, and St. John

Source: United States Department of Commerce, Bureau of Census, 1970, 1980, 1990, and 2000.

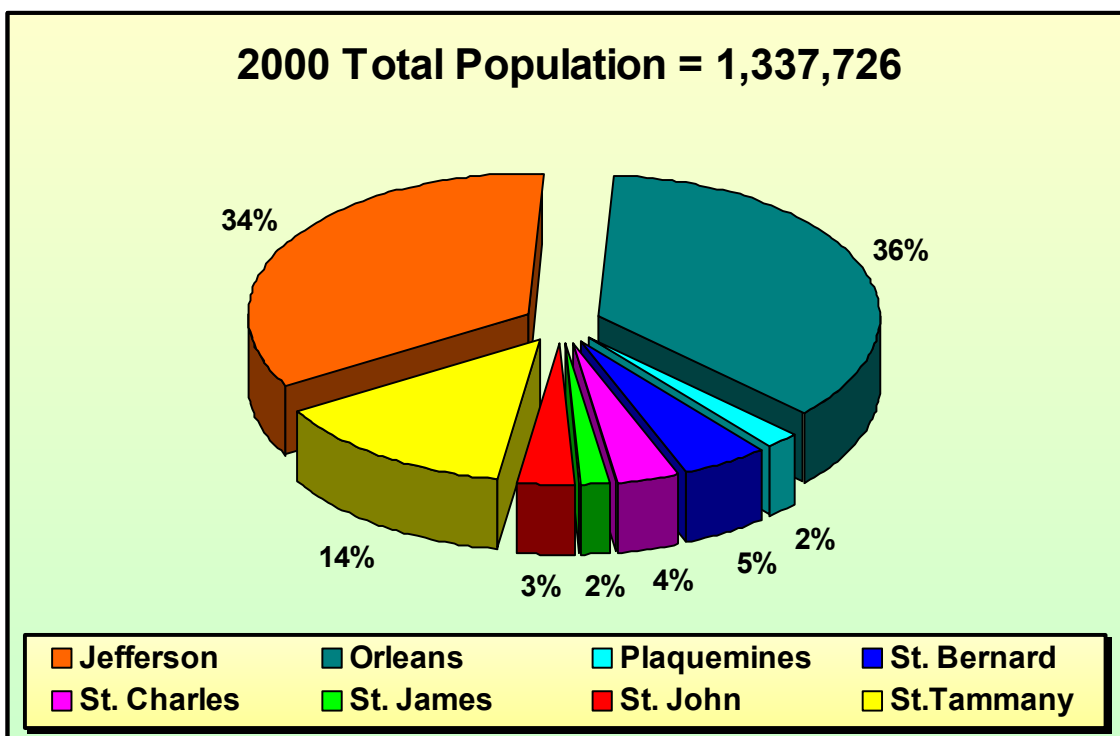
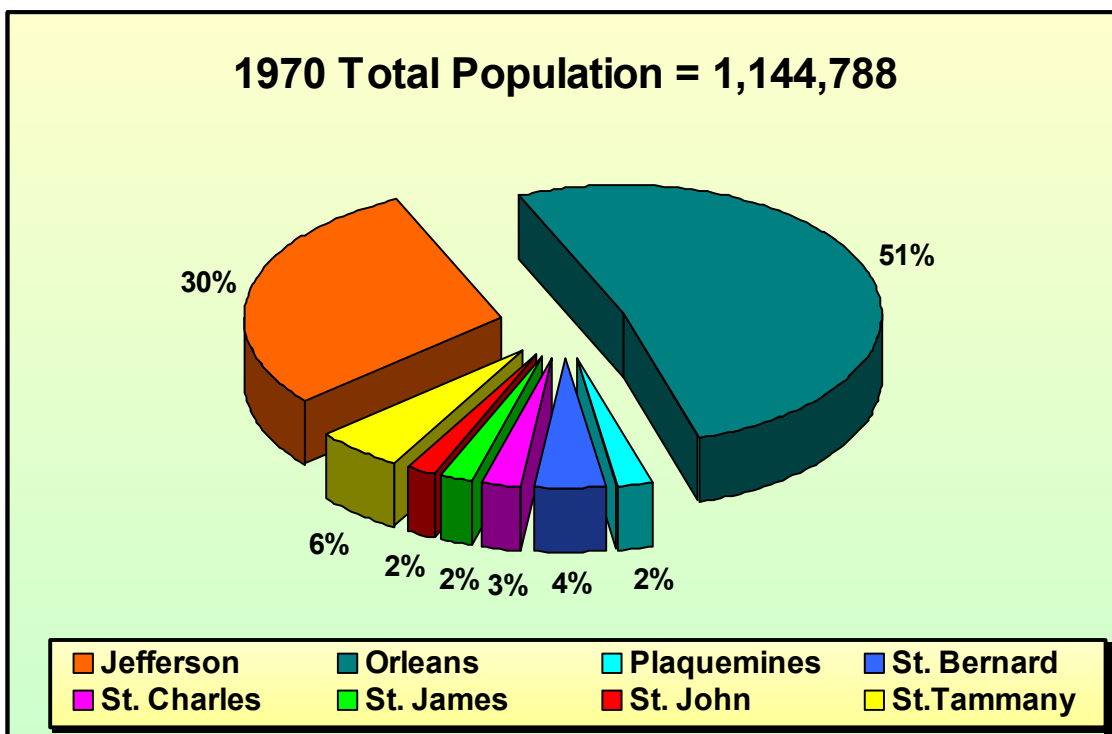






St. Charles Parish, Louisiana West Bank Census Tracts

Graph 4-1
Summary of Population Growth
by Parish
New Orleans Metropolitan Statistical Area
1970 to 2000



Household Income

Sustained economic recovery since 1991 has produced stable growth in total personal and median household income. Total personal income rose from \$24.4 billion in the fourth quarter of 1993 to \$37.2 billion in 2000's third quarter, or by 7.5% annually. This growth is further reflected by increases in average household income since 1990 in each parish. Average household income in the eight-parish metropolitan area rose from \$48,990 in 1990 to \$54,421 in 1999, or at an average annual rate of 1.23%. In Orleans Parish, average household income has increased at an average rate of 1.63% annually since 1990, while in Jefferson Parish, it rose from \$51,522 in 1990 to \$58,261 in 1999, or at an average annual rate of 1.45%. The highest average 1999 household income is in St. Tammany Parish at \$60,849, while the lowest is in St. Bernard Parish at \$48,197. Average household income in St. Charles Parish stood at \$56,899 in 1999, third highest in the metropolitan area, and has been rising at an annual average rate of 1% since the start of the decade. By the third quarter of 2001, total personal income in the metropolitan area is expected to reach \$38.8 billion, with a forecast level of \$40.5 billion by the third quarter of 2002. (See Tables 4-2 and 4-3.)

Table 4-2
Total Personal Income
New Orleans Metropolitan Statistical Area
1993 to 2000 and Forecasts to 2002

Year/Quarter	Total Personal Income (million \$)	% Change
1993/4	24,387	0.0
1994/4	26,580	9.0
1995/4	27,709	4.2
1996/4	29,023	4.7
1997/4	30,593	5.4
1998/2	31,630	3.4
1999/4	35,773	13.1
2000/3	37,156	3.9
2001/3 (f)	38,855	4.6
2002/3 (f)	40,469	8.9

Source: US Department of Commerce, Bureau of Economic Analysis and the
Division of Business & Economic Research, University of New Orleans

Table 4-3
Average Household Income
by Parish
New Orleans Metropolitan Statistical Area
1990 to 1999 (in 1992 \$\$)

AREA	1990	% of MSA	1999	% of MSA	Annual Average Growth Rate
Jefferson	\$51,522	105.2%	\$58,261	107.1%	1.45%
Orleans	\$46,355	94.6%	\$53,188	97.7%	1.63%
Plaquemines	\$48,467	98.9%	\$52,779	97.0%	1.00%
St. Bernard	\$42,411	86.6%	\$48,197	88.6%	1.52%
St. Charles	\$52,280	106.7%	\$56,899	104.6%	1.00%
St. James	\$48,862	99.7%	\$53,059	97.5%	0.95%
St. John	\$47,469	96.9%	\$52,139	95.8%	1.10%
St. Tammany	\$54,551	111.4%	\$60,849	111.8%	1.28%
New Orleans MSA*	\$48,990	100.0%	\$54,421	100.0%	1.23%

*MSA = Metropolitan Statistical Area

Sources: 1. United States Department of Commerce, Bureau of Census, 1990.

2. 1999 estimates from Woods & Poole Economics, Inc.

Employment Trends and Outlook

Once again, the area's economic future remains clouded by prospects for continued shrinkage in the state's oil and gas industry and now the added fallout from the "911" attacks. Even as oil prices have risen and remain above \$25 per barrel, most firms with a presence in the New Orleans area are continuing to rethink their local staffing levels and are undergoing significant restructuring in response to rapidly changing and increasingly competitive global markets. Likewise the increasingly important tourism and convention sectors were badly shaken by the events in New York and Washington, DC.

Earnings pressures at the corporate level and the shifting structure of the industry worldwide are driving some firms into a consolidation and merger mode that continues to leave New Orleans on the outside looking in. The major beneficiary of consolidation is Houston, which is emerging as the dominant energy industry cluster in North America. Houston is already home base for many major companies in the industry and US headquarters for numerous multinational companies, such as Royal Dutch Shell. The push to economize is filtering throughout all sectors of the oil and gas industry. Local and regional service and fabrication firms continue to pursue mergers as a way of reducing operating costs in a highly price-sensitive environment. Companies such as Shell Oil, Texaco, Chevron, and Murphy continue to quietly downsize and restructure their operations in Louisiana, while at the same time pursuing merger opportunities with each other. This is most evident in their back-office, support, and middle management functions, which traditionally have concentrated in downtown New Orleans. Over the past 2 years, these companies have relocated portions of their staff to Houston or other corporate locations in Texas. This trend is being mirrored by other companies and is not likely to be reversed in the immediate future. The merger of Mobil and Exxon resulted in downsizing in their New Orleans operations, and similar mergers in the discussion stage will do the same. Large-scale relocations are most detrimental to the housing markets in western St. Tammany Parish and on the West Bank of Jefferson Parish. The already discomfiting supply of unsold housing inventory in the Covington and Mandeville areas will only grow, placing more downward pressure on prices. Elsewhere, including St. Charles Parish, inventories of unsold housing have not become excessive. Historically low mortgage rates are providing much needed buoyancy to the market for both existing and new housing.

The good news, however, is that neither the state nor the New Orleans metropolitan area is likely to experience the economic free fall that characterized the 1984 to 1987 period. The state and the metropolitan area are both somewhat more economically diversified and thankfully less dependent on the energy sector for jobs and revenue. Statewide, mining employment represented just under 2.52% of all jobs as of 2000's second quarter. At the peak of the industry's growth in 1982, mining employment accounted for 6.6% of all jobs statewide and, more importantly, almost 11 cents of every dollar of wages and salaries earned in the state. Through the second quarter of 2000, wage and salary income now represents less than 4.7 cents of every wage-and-salary dollar earned in Louisiana. Over the next 2 to 3 years, mining wages and jobs are likely to decline in both absolute and relative terms throughout the state. The significant challenge facing the state is replacement of the relatively high wage jobs lost due to the mining sector's shrinkage. (See Table 4-4.)

Effects of changes in the energy sector are being reflected in reported quarterly wage and salary employment figures. Between the second quarters of 1998 and 2000, mining employment statewide declined by 10,785 jobs or by 18.4%. Metropolitan New Orleans accounted for more than one fourth of this loss, with mining sector employment shrinking by another 18.6% or 2,836 jobs over this 2-year period. (See Tables 4-5 through 4-8.)

Job growth in the metropolitan area has slowed to just above a snail's pace. The good news is that the local economy continues to move forward, albeit at glacial speed but nonetheless still forward. The bad news is that this slow growth has occurred while the US and Southeast economies have enjoyed very strong rates of employment and economic expansion. With an economic slowing at the national level somewhat inevitable, the outlook for the metropolitan area's growth is anything but remarkable.

Job growth over the past two years was strongest in Orleans Parish (up 4,319 jobs) and St. Tammany (up 5,242 jobs). In Orleans Parish, most job growth was in the services sector (up 5,995 jobs), with about 3,000 of these attributable to the reopening of Harrah's casino downtown. Most other sectors recorded slow growth or slight declines with the exception of construction employment, which grew by 1,141 jobs.

Through the second quarter of 2000, employment in the metropolitan area also declined in the following sectors: manufacturing (-1,725 jobs); transportation (-1,543 jobs); finance, insurance, and real estate (-1,163); and wholesale trade (-1,470 jobs). Other than services, the only sectors having growth over the past two years were agriculture (up 182 jobs), retail trade (up 4,181 jobs), and public administration (up 1,846 jobs). Clearly, these sectors are not likely to propel the New Orleans area to the forefront of the “New Economy.”

The 6,049 net job gain in the metropolitan area over the past two years equates to just under a 0.5% annual rate. Over the next two years, the rate of employment growth is not forecast to exceed 1% annually, and this may very well be an optimistic expectation. Jobs in port-related employment are forecast to grow by less than 0.5% in each of the next two years, while in the tourism-related sector, job growth is forecast to be at or just above 1% annually to the end of 2002. Should the US economy remain in a recession through the third quarter of 2002, these expectations may prove to be hopeful at best. Convention bookings had already begun to slow prior to “911,” and hotels have to be increasingly aggressive in competing for both tourist and business travel. With the US economy’s woes exported to Europe and other major trading partners, driving many into recessions of their own, the port is not likely to see much employment growth after 2002. (See Tables 4-12 through 4-15.)

Table 4-4
Mining Employment and Wages
State of Louisiana
1950 to 2000/2*

	1950/1	1979/1	1980/4	1982/1	1984/1	1987/1	1998/2	2000/2
Total Employment	430,125	1,446,617	1,505,268	1,577,716	1,522,925	1,415,204	1,853,318	1,890,399
Total Mining Jobs	25,619	74,272	83,496	104,145	80,562	53,512	58,507	47,722
% of Total Employment	6.0	5.13	5.51	6.60	5.29	3.78	3.16	2.52
Total Mining Wages (million \$)	NA	366.5	563.7	702.3	594.2	406.2	688.9	601.2
% of Total Wages	NA	7.55	8.65	10.70	8.80	6.57	5.67	4.66
Index of Wages/Jobs	NA	1.472	1.570	1.621	1.663	1.738	1.794	1.851

*Year/Quarter

Source: Louisiana Department of Labor, "Employment and Total Wages Paid by Employers Subject to the Louisiana Employment Security Law."

Table 4-5
Summary of Wage and Salary Employment
by Sector
State of Louisiana
1978 to 2000/4*

Sector	1978/1	1981/1	1984/4	1987/1	1998/4	2000/4	CHANGE				
							1978/1-1981/1	1981/1-1984/4	1984/4-1987/1	1987/1-1998/4	1998/4-2000/4
Total Employment	1,374,099	1,548,604	1,567,561	1,415,204	1,851,527	1,874,402	174,505	18,957	-152,366	436,323	22,875
Agriculture	8,379	9,538	13,540	9,280	17,834	18,309	1,159	4,002	-4,260	8,554	475
Mining	70,703	93,481	80,920	53,512	53,965	49,155	22,778	-12,561	-27,408	453	-4,810
Construction	124,905	145,291	133,421	87,282	137,280	132,654	20,386	-11,870	-46,139	49,998	-4,626
Manufacturing	203,072	215,631	182,037	158,414	190,004	183,028	12,559	-33,594	-23,632	31,590	-6,976
Transportation	115,996	138,158	130,875	116,783	131,973	132,748	22,162	-7,283	-14,092	15,190	775
Total Trade	332,898	359,331	386,302	357,594	448,438	456,598	26,433	26,971	-28,708	90,844	8,160
Wholesale	91,219	102,239	94,607	80,687	98,182	95,519	11,020	-7,632	-13,920	17,495	-2,663
Retail	241,679	257,092	291,695	276,907	350,256	361,079	15,413	34,603	-14,788	73,349	10,823
FIRE	66,644	74,577	82,630	82,929	85,468	84,047	7,933	8,053	299	2,539	-1,421
Services	372,411	435,548	476,747	471,089	689,011	716,909	63,137	41,199	-5,658	217,922	27,898
Public Admin	79,091	77,049	81,089	78,321	97,554	100,954	-2,042	4,040	-2,768	19,233	3,400

*Year/Quarter

FIRE = Finance, Insurance, and Real Estate; Pub Admin = Public Administration

Source: Louisiana Department of Labor

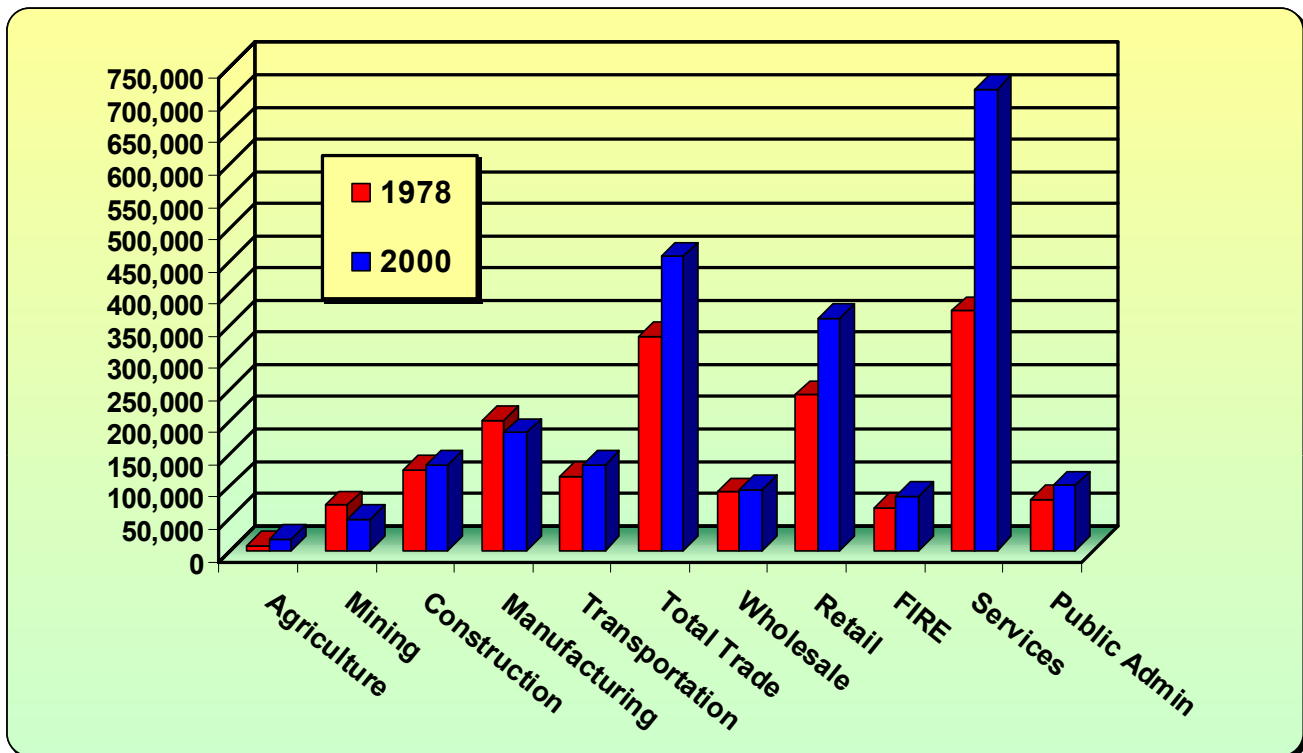


Table 4-6
Distribution of Wage and Salary Employment
by Sector
State of Louisiana
1978 to 2000/2*

Sector	1978/1	1981/1	1984/4	1987/1	1998/2	2000/2	% CHANGE				
							1978/1-1981/1	1981/1-1984/4	1984/4-1987/1	1987/1-1998/2	1998/2-2000/2
Total Employment	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	12.7%	1.2%	-9.7%	30.8%	1.2%
Agriculture	0.6%	0.6%	0.9%	0.7%	1.0%	1.0%	13.8%	42.0%	-31.5%	92.2%	2.7%
Mining	5.1%	6.0%	5.2%	3.8%	2.9%	2.6%	32.2%	-13.4%	-33.9%	0.8%	-8.9%
Construction	9.1%	9.4%	8.5%	6.2%	7.4%	7.1%	16.3%	-8.2%	-34.6%	57.3%	-3.4%
Manufacturing	14.8%	13.9%	11.6%	11.2%	10.3%	9.8%	6.2%	-15.6%	-13.0%	19.9%	-3.7%
Transportation	8.4%	8.9%	8.3%	8.3%	7.1%	7.1%	19.1%	-5.3%	-10.8%	13.0%	0.6%
Total Trade	24.2%	23.2%	24.6%	25.3%	24.2%	24.4%	7.9%	7.5%	-7.4%	25.4%	1.8%
Wholesale	6.6%	6.6%	6.0%	5.7%	5.3%	5.1%	12.1%	-7.5%	-14.7%	21.7%	-2.7%
Retail	17.6%	16.6%	18.6%	19.6%	18.9%	19.3%	6.4%	13.5%	-5.1%	26.5%	3.1%
FIRE	4.9%	4.8%	5.3%	5.9%	4.6%	4.5%	11.9%	10.8%	0.4%	3.1%	-1.7%
Services	27.1%	28.1%	30.4%	33.3%	37.2%	38.2%	17.0%	9.5%	-1.2%	46.3%	4.0%
Pub Admin	5.8%	5.0%	5.2%	5.5%	5.3%	5.4%	-2.6%	5.2%	-3.4%	24.6%	3.5%

*Year/Quarter

FIRE = Finance, Insurance, and Real Estate; Pub Admin = Public Administration

Source: Louisiana Department of Employment Security

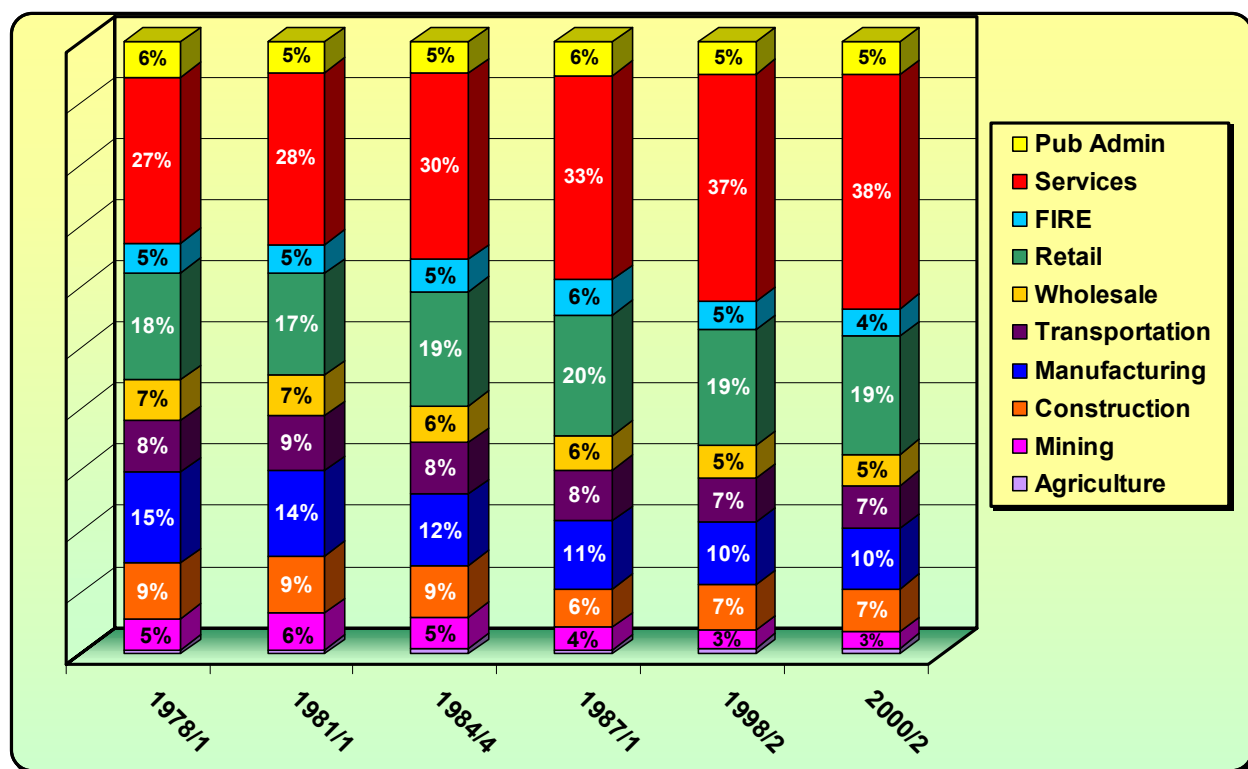


Table 4-7
Summary of Total Wage and Salary Employment
by Parish
New Orleans Metropolitan Statistical Area
1978 to 2000/4*

Parish	1978/1	1981/1	1984/4	1987/1	1998/4	2000/4	CHANGE				
							1978/1-1981/1	1981/1-1984/4	1984/4-1987/1	1987/1-1998/4	1998/4-2000/4
Jefferson	124,443	159,010	172,819	164,321	215,503	215,381	34,567	13,809	-8,498	51,182	-122
Orleans	285,028	304,099	297,448	264,079	261,351	264,408	19,071	-6,651	-33,369	-2,728	3,057
Plaquemines	14,507	19,988	19,840	15,223	19,013	16,515	5,481	-148	-4,617	3,790	-2,498
St. Bernard	12,848	13,972	13,163	12,557	15,948	16,087	1,124	-809	-606	3,391	139
St. Charles	14,599	19,147	16,079	14,651	21,017	19,598	4,548	-3,068	-1,428	6,366	-1,419
St. James	5,945	7,280	7,396	6,197	7,372	7,457	1,335	116	-1,199	1,175	85
St. John	5,874	7,928	9,014	9,076	12,436	13,076	2,054	1,086	62	3,360	640
St. Tammany	16,534	22,065	29,146	29,202	53,991	58,115	5,531	7,081	56	24,789	4,124
New Orleans MSA	479,778	553,489	564,905	515,306	606,631	610,637	73,711	11,416	-49,599	91,325	4,006
River Parishes**	26,418	34,355	32,489	29,924	40,825	40,131	7,937	-1,866	-2,565	10,901	-694

*Year/Quarter

** Parishes of St. Charles, St. James, and St. John

MSA = Metropolitan Statistical Area

Source: Louisiana Department of Employment Security

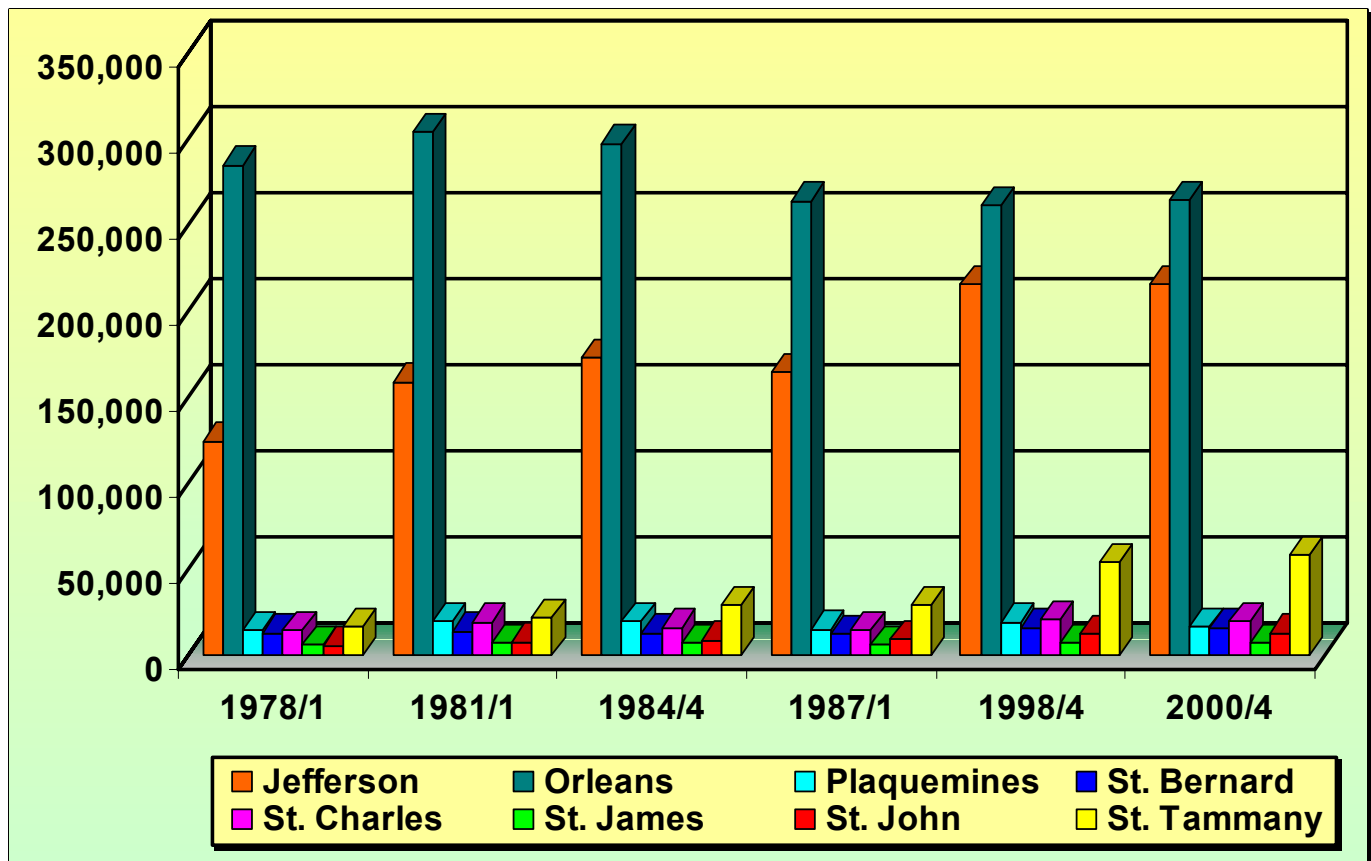


Table 4-8
Summary of Wage and Salary Employment
by Sector
New Orleans Metropolitan Statistical Area
1978 to 2000/4*

Sector	1978/1	1981/1	1984/4	1987/1	1998/4	2000/4	CHANGE				
							1978/1-1981/1	1981/1-1984/4	1984/4-1987/1	1987/1-1998/4	1998/4-2000/4
Total Employment	479,578	553,489	564,905	515,365	606,573	610,550	73,711	11,416	-49,599	91,208	3,977
Agriculture	1,238	1,261	2,168	1,764	3,112	3,249	17	913	-404	1,348	137
Mining	19,535	23,639	23,887	17,364	14,927	12,032	4,104	248	-6,573	-2,437	-2,895
Construction	39,089	44,042	36,593	26,122	34,106	33,333	4,953	-7,449	-10,471	7,984	-773
Manufacturing	61,215	65,767	52,836	45,254	49,290	46,621	4,552	-12,931	-7,582	4,036	-2,669
Transportation	53,777	65,009	56,391	50,792	49,129	47,882	11,032	-8,618	-5,599	-1,663	-1,247
Total Trade	116,475	133,123	147,652	137,991	155,174	158,146	16,648	14,529	-9,670	17,183	2,972
Wholesale	34,626	40,506	37,594	32,846	37,077	35,562	5,880	-2,912	-4,757	4,231	-1,515
Retail	81,849	92,617	110,058	105,145	118,097	122,584	10,768	17,441	-4,913	12,952	4,487
FIRE	29,765	31,055	33,720	34,471	31,205	30,649	1,290	2,665	751	-3,266	-556
Services	129,677	163,161	184,453	176,485	240,400	249,576	33,484	21,292	-7,968	63,915	9,176
Pub Admin	28,807	26,438	27,205	25,122	29,230	29,062	-2,369	767	-2,083	4,108	-168

*Year/Quarter

MSA = Metropolitan Statistical Area; FIRE = Finance, Insurance, and Real Estate; Pub Admin = Public Administration

Note: As of 1990, the New Orleans Metropolitan Statistical Area consists of the following parishes:

Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John, and St. Tammany

Source: Louisiana Department of Labor

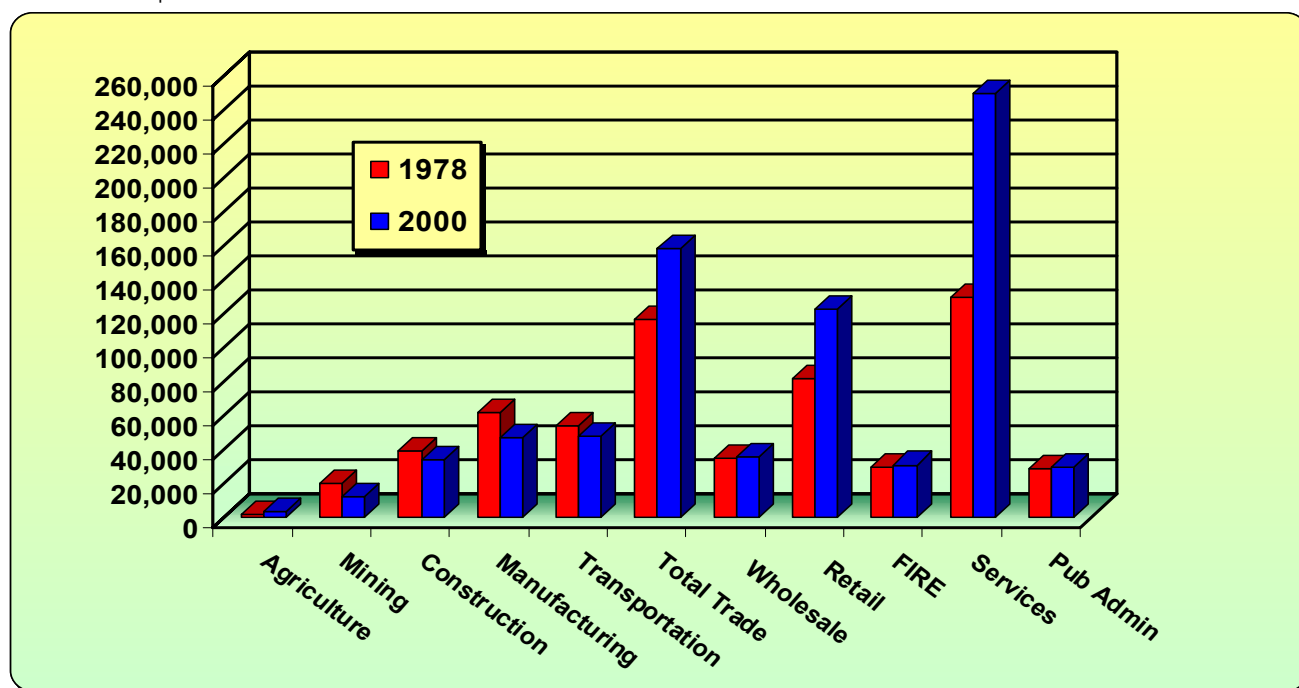


Table 4-9
Distribution of Wage and Salary Employment
by Sector
New Orleans Metropolitan Statistical Area
1978 to 2000/2*

												% CHANGE					
Sector	1978/1	0	1981/1	0	1984/4	0	1987/1	0	1998/2	0	2000/2	0	1978/1-1981/1	1981/1-1984/4	1984/4-1987/1	1987/1-1998/2	1998/2-2000/2
Total Employment	100.0%		100.0%		100.0%		100.0%		100.0%		100.0%		15.4%	2.1%	-8.8%	17.7%	0.7%
Agriculture	0.3%		0.2%		0.4%		0.3%		0.5%		0.5%		1.9%	71.9%	-18.6%	76.4%	4.4%
Mining	4.1%		4.3%		4.2%		3.4%		2.5%		2.0%		21.0%	1.0%	-27.3%	-14.0%	-19.4%
Construction	8.2%		8.0%		6.5%		5.1%		5.6%		5.5%		12.7%	-16.9%	-28.6%	30.6%	-2.3%
Manufacturing	12.8%		11.9%		9.4%		8.8%		8.1%		7.6%		7.4%	-19.7%	-14.4%	8.9%	-5.4%
Transportation	11.2%		11.7%		10.0%		9.9%		8.1%		7.8%		20.9%	-13.3%	-9.9%	-3.3%	-2.5%
Total Trade	24.3%		24.1%		26.1%		26.8%		25.6%		25.9%		14.3%	10.9%	-6.5%	12.5%	1.9%
Wholesale	7.2%		7.3%		6.7%		6.4%		6.1%		5.8%		17.0%	-7.2%	-12.6%	12.9%	-4.1%
Retail	17.1%		16.7%		19.5%		20.4%		19.5%		20.1%		13.2%	18.8%	-4.5%	12.3%	3.8%
FIRE	6.2%		5.6%		6.0%		6.7%		5.1%		5.0%		4.3%	8.6%	2.2%	-9.5%	-1.8%
Services	27.0%		29.5%		32.7%		34.2%		39.6%		40.9%		25.8%	13.0%	-4.3%	36.2%	3.8%
Pub Admin	6.0%		4.8%		4.8%		4.9%		4.8%		4.8%		-8.2%	2.9%	-7.7%	16.4%	-0.6%

*Year/Quarter

MSA = Metropolitan Statistical Area; FIRE = Finance, Insurance, and Real Estate; Pub Admin = Public Administration

Note: As of 1990, the New Orleans Metropolitan Statistical Area consists of the following parishes:

Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John, and St. Tammany

Source: Louisiana Department of Employment Security

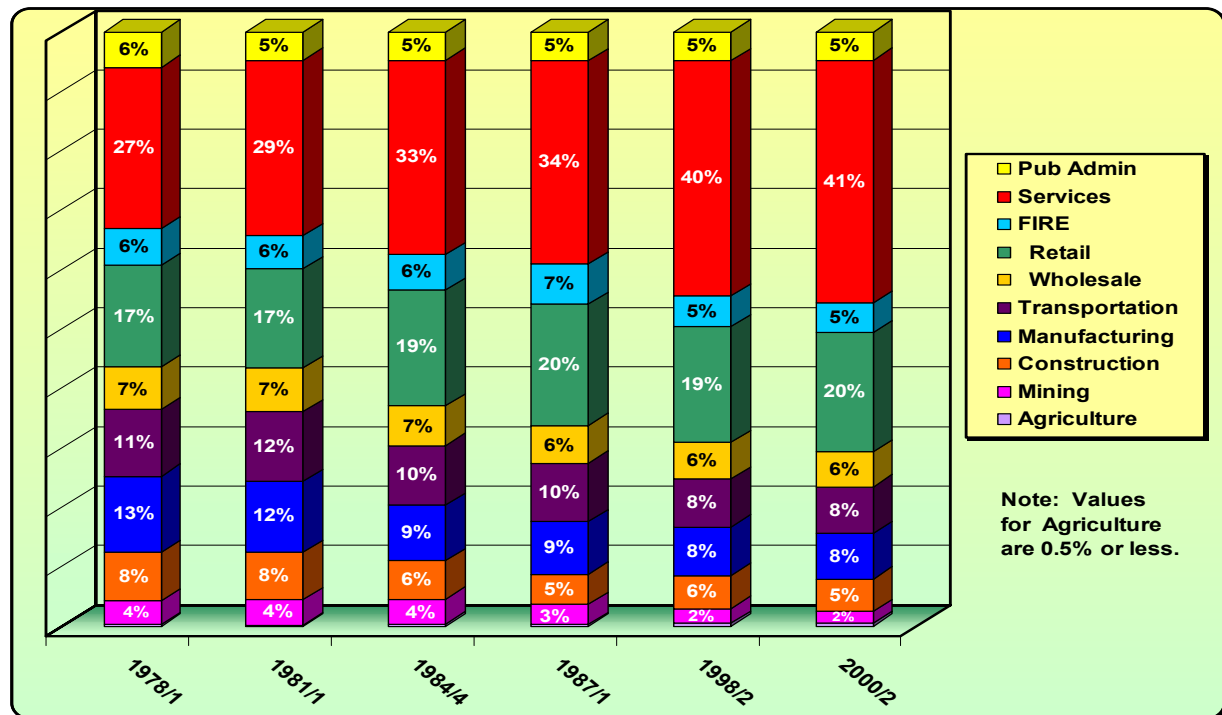


Table 4-10
Summary of Wage and Salary Employment
by Sector
St. Charles Parish
1978 to 2000/4*

Sector	1978/1	1981/1	1984/4	1987/1	1998/4	2000/4	CHANGE				
							1978/1-1981/1	1981/1-1984/4	1984/4-1987/1	1987/1-1998/4	1998/4-2000/4
Total Employment	14,599	19,147	16,079	14,651	21,017	19,597	4,548	-3,068	-1,428	6,366	-1,420
Agriculture	38	3	8	11	47	75	-35	5	3	36	28
Mining	199	217	194	204	129	72	18	-23	10	-75	-57
Construction	4,304	5,871	2,091	1,864	3,716	2,032	1,567	-3,780	-227	1,852	-1,684
Manufacturing	5,067	5,797	5,030	4,444	5,364	5,567	730	-767	-586	920	203
Transportation	1,538	2,226	1,998	2,007	2,263	2,170	688	-228	9	256	-93
Total Trade	2,052	1,863	2,840	2,418	4,243	3,803	-189	977	-422	1,825	-440
Wholesale	913	673	792	326	1,998	1,589	-240	119	-466	1,672	-409
Retail	1,139	1,190	2,048	2,092	2,245	2,214	51	858	44	153	-31
FIRE	242	254	453	265	322	364	12	199	-188	57	42
Services	996	2,703	3,186	3,138	4,379	4,943	1,707	483	-48	1,241	564
Pub Admin	163	213	279	300	554	571	50	66	21	254	17

*Year/Quarter

FIRE = Finance, Insurance, and Real Estate; Pub Admin = Public Administration

Source: Louisiana Department of Labor

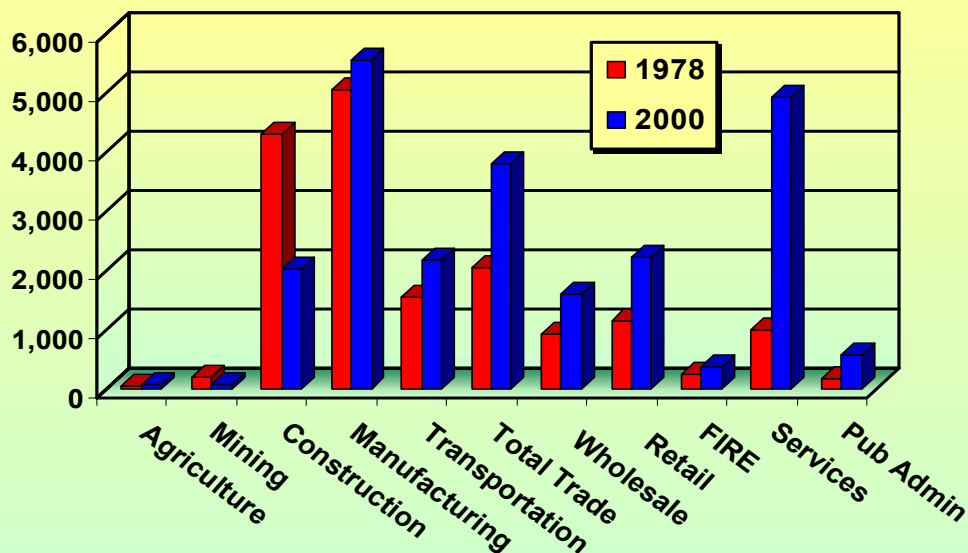


Table 4-11
Distribution of Wage and Salary Employment
by Sector
St. Charles Parish
1978 to 2000/2*

Sector	1978/1	1981/1	1984/4	1987/1	1998/2	2000/2	% CHANGE				
							1978/1-1981/1	1981/1-1984/4	1984/4-1987/1	1987/1-1998/2	1997/2-2000/2
Total Employment	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	31.2%	-16.0%	-8.9%	43.5%	-6.8%
Agriculture	0.3%	0.0%	0.0%	0.1%	0.2%	0.4%	-92.1%	166.7%	37.5%	327.3%	59.6%
Mining	1.4%	1.1%	1.2%	1.4%	0.6%	0.4%	9.0%	-10.6%	5.2%	-36.8%	-44.2%
Construction	29.5%	30.7%	13.0%	12.7%	17.7%	10.4%	36.4%	-64.4%	-10.9%	99.4%	-45.3%
Manufacturing	34.7%	30.3%	31.3%	30.3%	25.5%	28.4%	14.4%	-13.2%	-11.7%	20.7%	3.8%
Transportation	10.5%	11.6%	12.4%	13.7%	10.8%	11.1%	44.7%	-10.2%	0.5%	12.8%	-4.1%
Total Trade	14.1%	9.7%	17.7%	16.5%	20.2%	19.4%	-9.2%	52.4%	-14.9%	75.5%	-10.4%
Wholesale	6.3%	3.5%	4.9%	2.2%	9.5%	8.1%	-26.3%	17.7%	-58.8%	512.9%	-20.5%
Retail	7.8%	6.2%	12.7%	14.3%	10.7%	11.3%	4.5%	72.1%	2.1%	7.3%	-1.4%
FIRE	1.7%	1.3%	2.8%	1.8%	1.5%	1.9%	5.0%	78.3%	-41.5%	21.5%	13.0%
Services	6.8%	14.1%	19.8%	21.4%	20.8%	25.2%	171.4%	17.9%	-1.5%	39.5%	12.9%
Pub Admin	1.1%	1.1%	1.7%	2.0%	2.6%	2.9%	30.7%	31.0%	7.5%	84.7%	3.1%

*Year/Quarter

FIRE = Finance, Insurance, and Real Estate; Pub Admin = Public Administration

Source: Louisiana Department of Employment Security

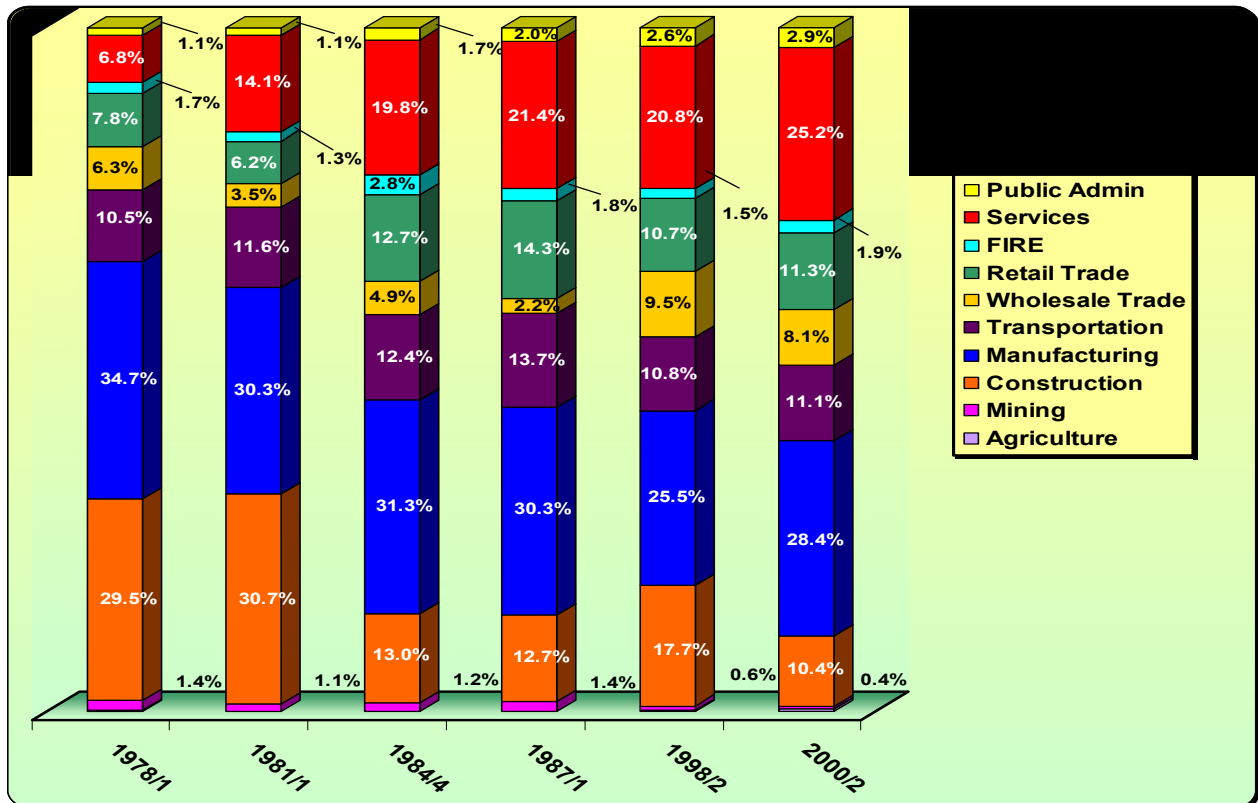


Table 4-12
Forecast Wage and Salary Employment Growth
by Sector
New Orleans Metropolitan Statistical Area
2000/2* to 2002/3

Sector	2000/2 ¹ Estimated	2000/4 ² Estimated	2001/4 ² Forecast	2002/4 ² Forecast	% CHANGE		
					2000/2- 2000/4	2000/4- 2001/4	2001/4- 2002/4
Total Employment	614,832	617,635	623,800	629,695	0.46%	1.00%	0.95%
Agriculture	3,331	3,345	3,420	3,545	0.42%	2.24%	3.65%
Mining	12,419	12,340	12,410	12,485	-0.64%	0.57%	0.60%
Construction	34,493	34,820	35,000	35,315	0.95%	0.52%	0.90%
Manufacturing	47,767	47,440	47,660	47,850	-0.68%	0.46%	0.40%
Transportation	46,989	47,390	47,485	47,600	0.85%	0.20%	0.24%
Total Trade	157,840	158,015	159,090	160,380	0.11%	0.68%	0.81%
Wholesale	36,200	36,125	36,410	36,720	-0.21%	0.79%	0.85%
Retail	121,640	121,890	122,680	123,660	0.21%	0.65%	0.80%
Finance, Insurance, and Real Estate	30,796	30,920	31,180	31,380	0.40%	0.84%	0.64%
Services	249,936	252,200	256,110	259,440	0.91%	1.55%	1.30%
Public Administration	31,261	31,165	31,445	31,700	-0.31%	0.90%	0.81%

*Year/Quarter

Source: ¹Louisiana Department of Employment Security; ²University of New Orleans – Division of Business and Economics Research and University of New Orleans – Center for Economic Development

Table 4-13
Forecast Port and Port-Related Employment and Economic Indicators
by Sector
New Orleans Metropolitan Statistical Area
2000/4* to 2002/4

Sector	2000/4 Estimated	2001/4 Forecast	2002/4 Forecast	% CHANGE	
				2000/4- 2001/4	2000/4- 2001/4
Total Transportation, Communication & Public Utilities	47,390	47,485	47,600	0.20%	0.24%
Communication & Public Utilities	13,365	13,420	13,490	0.41%	0.52%
Total Transportation	34,025	34,065	34,110	0.12%	0.13%
Water Transportation	13,000	12,985	13,050	-0.12%	0.50%
Other Transportation	21,025	21,080	21,060	0.26%	-0.09%
Wholesale Trade	36,125	36,410	36,720	0.79%	0.85%
Total Port-Related Employment [†]	49,125	49,395	49,790	0.55%	0.80%
Value of Foreign Trade (million \$)	6,578	6,836	7,011	3.92%	2.56%
Imports (million \$)	3,076	3,203	3,290	4.13%	2.72%
Exports (million \$)	3,502	3,633	3,721	3.74%	2.42%
Trade-Weighted Value \$ (index)	120.0	115.1	114.0		

*Year/Quarter

[†]Water transportation plus wholesale trade.

Source: University of New Orleans – Division of Business and Economics Research; and University of New Orleans – Center for Economic Development

Table 4-14
Forecast Healthcare, Tourism & Tourism-Related
Employment and Economic Indicators
by Sector
New Orleans Metropolitan Statistical Area
2000/4* to 2002/4

Sector	2000/4 Estimated	2001/4 Forecast	2002/4 Forecast	% <i>CHANGE</i>	
				2000/4- 2001/4	2001/4- 2002/4
Total Services Employment	252,200	256,110	259,440	1.55%	1.30%
Healthcare Services	59,525	59,980	60,625	0.76%	1.08%
Other (including gaming)	173,210	176,590	179,215	1.95%	1.49%
Hotel Services	19,465	19,540	19,600	0.39%	0.31%
Eating and Drinking (retail)	50,680	51,190	51,950	1.01%	1.48%
Total Tourism and Tourism-Related (excluding gaming)	70,145	70,730	71,550	0.83%	1.16%

*Year/Quarter

Source: University of New Orleans— Division of Business and Economics Research, and University of New Orleans – Center for Economic Development.

THE GLOBAL CONTEXT¹

Throughout this decade, the US economy has expanded at an unprecedented rate. Many new jobs have been created, unemployment has remained low, inflation and interest rates have remained in check, and consumer confidence has been strong. The US economy experienced ten years of continued expansion. Washington policy makers and money managers worked diligently to extend the economy's growth and avoid an outright recession. The Federal Reserve's steps to slow the pace of economic growth and dampen "exuberance" in the stock market through successive interest rate increases were successful—in fact, some might argue, too successful. Stock prices have tumbled from their record highs, and the reality of earnings expectations has resulted in massive financial and job loss carnage among the dot-com and tel-com "darlings" of the 1990s. With unemployment rising nationally, successive and continuous layoff announcements in both "new" and "old" economy sectors are growing concerns for those in Washington who have focused their efforts on a soft landing for the economy on a runway that is looking increasingly like an aircraft carrier deck. The events of September 11th precipitated more aggressive moves by the FED to provide much needed stimulus to an already ailing economy.

The FED moved quickly to reduce interest rates by lowering the Fed Funds rate 11 times in 15 months. It now stands at 1.75%, the lowest it has been since the 1960s. The FED is highly unlikely to make additional moves to bring the rate down any further.

In the midst of this money management maneuvering, Congress and the administration struggle to find a balance between fiscal responsibility and the need to stimulate the economy, provide additional security for US citizens and pursue and punish those responsible for the WTC and Pentagon attacks. Previously passed tax-cut legislation retroactively reduced the tax burden on consumers, while rebating cash in the short run either to fuel more consumption in the economy or to pay down outstanding debt to clean up

¹ Adapted from *Louisiana: Vision 2020—A Twenty-Year Strategic Plan for Economic Development for the State of Louisiana*, Final Report, Louisiana Economic Development Council; *The New Economy Index*, Progressive Policy Institute, 1998; and *The State New Economy Index: Benchmarking Economic Transformation in the States*, Progressive Policy Institute, July 1999.

their balance sheets somewhat. Both were intended to benefit the economy, but the events of September 11th effectively mitigated the rebate's stimulating effect.

The sustained growth experienced during the economy's recent expansion is generally attributed to a business and industry structure that is fundamentally different from any other in history. For example, business cycles are no longer led by changes in housing starts or the market for automobiles. The so-called new economy is more closely linked to the health of rapidly growing businesses, particularly computers, software, and communications businesses and other technology-driven enterprises. From 1994 to 1996, the information technology sectors accounted for 27 percent of the growth in gross domestic product (GDP), compared with 14 percent for residential housing and 4 percent for automotive production. Clearly, a significant economic restructuring has occurred and continues at an ever-increasing pace. This process has generally been characterized as a migration from the old to the "new" economy. This new economy has been variously described and explained, but it generally contrasts with the old economic order in a number of very fundamental ways as shown in Exhibit 4-1.

The new economy is characterized by markets that are dynamic rather than stable, where competition is global rather than national and where businesses and organizations must be networked and very entrepreneurial, rather than hierarchical and bureaucratic, to be effective and profitable. In Louisiana, the most obvious example of how these forces are affecting the economy is the transformations and restructurings occurring in the energy-related sectors. To be more competitive, major firms are responding by flattening their organizations, focusing on global markets, and positioning themselves better for potentially volatile future market dynamics. Their consolidations are a direct reflection of their increased geographic mobility, which has been facilitated by advances in communications technology, and the heightened level of regional competition states must face to maintain their respective presences and capital investments. The effects locally are obvious with the downsizing and relocation of many major oil companies, which at one time had a significant presence in New Orleans.

Economic growth in the new economy had been sustained with lower unemployment and less inflation than many economists thought possible. Although demand for

information technology (IT) workers (eg, programmers and network technicians) has been strong and wages and salaries have been increasing, prices for communications and computer-related equipment have been falling, counteracting inflationary pressures that would otherwise be expected. In fact, when measured on a number of different criteria, the effective cost of technology has been steadily declining for the past 10 years, while the computing and processing power of all types of devices has grown exponentially. For example, the cost of computing power of silicon chips has steadily decreased from \$0.11 per transistor in 1985 to just \$0.02 in 1995. Furthermore, these prices are expected to continue falling over the foreseeable future as advanced designs pack more computing power into each new chip entering the market. With sectors outside the high-tech areas typically growing at less than 2 percent annually, the demand for workers in these areas has not been strong, and wages have remained steady, resulting in little pressure on inflation. Locally, growth over the past decade has been dominated by “old” economy sectors and the ever-present and ever-important tourism industry.

Local economies must face the reality that transformational forces underway are raising the stakes in the competition for new jobs and capital investment. An essential qualifying element for most local areas is the quality and preparation of its workforce. This factor goes directly to the issue of education, technical training, and commitments of substantial resources to support lifelong learning. New economy jobs produce higher wages, incomes, and other financial rewards; however, they require broad skills that enable workers to be cross-trained and thus flexible in how and where they do their jobs. This kind of learning environment is built upon collaborative relationships between labor and management as well as between the sectors of government and the educational establishment at all levels. The implementation of a business attraction and retention strategy in St. Charles Parish may very well present an opportunity to forge just such a relationship with the intent of attracting firms that need direct access to such training or to a comprehensive mix of educational and training services.

Wharton Economic Forecasting Associates (WEFA) foresees an underlying annual growth rate of 2.0 to 2.25 percent for the US economy over the next 20 years. This relatively modest expansion scenario is down from the earlier boom periods that grew at about 4.3 percent annually. Wharton derives its conclusions from a projected slower growth

in population and projected slower productivity improvements for the next two decades compared to the last 30 years. Others, including *Business Week*, expect long-term growth rates in the 3 percent range as they assume continuing improvements in productivity as a result of reengineering and the increasingly efficient use of IT. Most groups expect inflation and interest rates to remain low, barring any unforeseen shocks to the commodities and financial markets. Production interruptions or cartel-induced reductions in the oil industry bring awareness of the possible effects that volatile energy prices could have on overall economic activity and, in particular, their impact on inflation. Over the past several years, careful money management, through FED policy, has skirted significant credit shortages and unexpected rises in interest rates. FED intervention has generally been factored into market expectations in advance of its implementation and thus has facilitated a gradual ratcheting down of the underlying cost of doing business. This strategy has instilled greater confidence among consumers and producers alike—the current economic aberrations notwithstanding. Local communities not prepared for the ongoing structural transformations may find their economies growing at significantly slower rates and possibly slipping into localized slumps or prolonged periods of stagnation. The ones that are locked in the past and unwilling or unable to adapt are likely to suffer the greatest and most prolonged economic distress. Adapting to these new realities requires visionary leaders who are willing to think strategically, take measured risks, and act deliberately and decisively. Communities that are unwilling to creatively adapt will be left in the dust and run the distinct risk of becoming, or remaining, economic basket cases.

With world trade (imports and exports) now accounting for 30¢ of every \$1 of US GDP, few companies of any size are unaffected by foreign competition and changes in the global marketplace. Companies throughout the world are gravitating to manufacturing sites where production costs, principally labor costs, provide a competitive advantage. The GATT treaty and the North American Free Trade Agreement have reduced trade barriers and encouraged even more international trade. In the Southwest Region this is best evidenced by the rapid growth of “Tex-Mex” border economics, where manufacturing of traditional consumer goods is now being concentrated. The closure of clothing and other manufacturing plants in Louisiana is a direct result of this emerging NAFTA-driven border economy. The challenge is to reposition Louisiana’s economy and each of its local labor markets to better withstand such cutbacks through continuous diversification. Cluster-

based targeting strategies, such as those envisioned by the state’s Vision 2020 and MetroVision, are crucial to long-term economic growth in Louisiana and New Orleans. St. Charles Parish can benefit from these efforts if it positions itself appropriately and strategically.

Information and communications technologies have effectively made a small world smaller. These “sister” technologies have brought about the “death of distance” and created a formidable platform for building a virtual reality of commerce and world trade. Companies embrace these technologies to identify, market to, and manufacture for new and growing markets throughout the world. The global economy is no cliché. Local communities must determine the role they will play in this globally competitive environment. They must address not only traditional infrastructure elements, such as streets and sewer and water systems but also, more importantly, they must address technology infrastructure elements focused on providing broad-band widths, other technology components needed to support e-commerce, and strategies for linking the community at large to rapidly emerging segments of the new economy. The implications for developing business and industry parks in St. Charles Parish should be obvious. Infrastructure improvements will be needed to support current e-commerce demands while having the flexibility and adaptability to support new and evolving technology platforms.

Exhibit 4-1

Keys to the Old and New Economies

ISSUE	OLD ECONOMY	NEW ECONOMY
Economy-Wide Characteristics:		
Markets	Stable	Dynamic
Scope of Competition	National	Global
Organizational Form	Hierarchical, Bureaucratic	Networked
Industry:		
Organization of Production	Mass Production	Flexible Production
Key Drivers of Growth	Capital/Labor	Innovation/Knowledge
Key Technology Driver	Mechanization	Digitization
Source of Competitive Advantage	Lowering Cost Through Economies of Scale	Innovation, Quality, Time-To-Market, and Cost
Importance of Research/Innovation	Low-Moderate	High
Relations With Other Firms	Go It Alone	Alliances And Collaboration
Workforce:		
Policy Goal	Full Employment	Higher Real Wages and Incomes
Skills	Job-Specific Skills	Broad Skills and Cross-Training
Requisite Education	A Skill or Degree	Lifelong Learning
Labor-Management Relations	Adversarial	Collaborative
Nature of Employment	Stable	Marked by Risk and Opportunity
Government:		
Business-Government Relations	Impose Requirements	Encourage Growth Opportunities
Regulation	Command and Control	Market Tools, Flexibility

Source: *New Economy Index*, Public Policy Institute, 1999

Meltdown or Reshaping?

Given the dot-com and tel-com bombs of the past 12 to 18 months, to ask, "Is the new economy dead?" is tempting, if not self-gratifying. This question is important not only to investors who still clutch nearly worthless stocks and "survivor" business that managed to avoid squandering all of their capital but also to economic developers. Is the Internet and all of its spun-off hard and soft technologies just a fad? Or, is it still a force that will continue to reshape how, where, and when business is done; where business locates; what type of business is carried out; where people work; and which skills, background and training workers will need? Answers to these and similar questions are addressed below, based on excerpts from a recent article by commentator and author Joel Kotkin.

It would be a mistake for [economic and] real estate [developers] to conclude that the "lessons" of the new economy—that those areas attractive to knowledge workers will do best—should be thrown out the window. Despite all the talk about the end of the new economy, recent market research shows that the information revolution, led by the burgeoning of the Internet, continues apace.

For example, over the past two years the Internet's penetration has risen from 31% of U.S. households to 44%. Within the next two years, more than half of all households in the nation will be "wired", more than triple the amount in 1996. Despite talk of "digital overload", users last year increased their time on-line from 12 to 19 hours a month, more than twice as much as two years ago.

Even e-commerce has shown surprising strength for a supposedly sick industry. On-line spending by consumers, perhaps the most derided aspect of the Internet, nearly doubled last year, and is almost four times larger than it was in 1998. Meanwhile, retail sales overall barely increased.

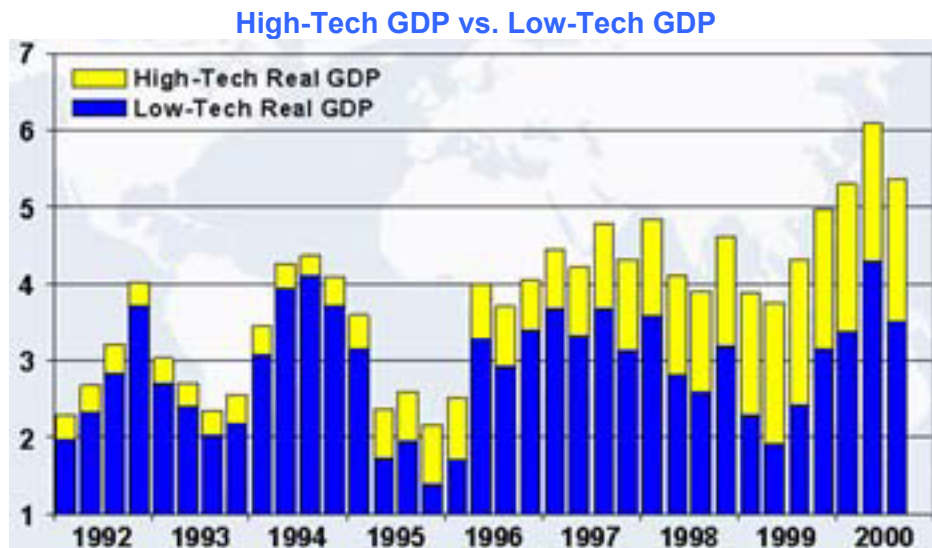
Clearly, the new economy is alive and growing. What it is going on now is the kind of painful restructuring that occurred in other major technological shifts, from the introduction of railroads and automobiles to the early introductions of radio, television and personal computers. [Significant shakeouts occurred with the introduction of these new technologies and thus history is simply repeating itself.]

To turn one's back on this evolutionary process would be self-defeating and ahistorical. It would be like abandoning automobiles during "down" years in that industry—and they occurred—during the last century and trading in for horse futures.

Indeed, it would be impossible to say that other sectors, with the possible exception of energy, are on any particular upswing. Weakness in the dot-com sectors has not translated into strength in the "old economy". Although the rate of increase in ad sales on the Internet has slumped, traditional advertising, such

as for magazines, has also dropped, causing widespread retrenchment throughout the publishing sector.

Similarly, autos, steel, and traditional retailers (as made painfully clear in the demise of Montgomery Ward), are faring worse, in terms of sales, than the on-line part of the economy. The first real signs of an emerging recession, notes Milken Institute economist Ross DeVol, are not surfacing in the Bay Area or Austin, but in the Midwest, where General Motors and other "old economy" giants are dramatically ramping down production. This is less sexy than writing about the sudden reversal of fortune among snot-nosed, dot-com billionaires, yet it is a chillingly familiar pattern. The Chicago-based Purchasing Management Association Index of Regional Manufacturing, a bellwether for the region, is now at its lowest in nine years.



Source: Milken Institute

The basic reality is that tech now drives the economy: if it goes down, the rest of the economy will likely follow, and more so. Every year since 1997, according to Bianco Research and Deutsche Asset Management, the tech-driven part of the economy has grown faster—by as much as 25%—than the rest of the economy. In 2000, as tech growth slowed, the rest of the economy slowed faster; in fact, the differential between the two actually expanded, notwithstanding the trends among fickle Wall Street investors.

To be sure, for real estate investors, who have to deal with brick and mortar realities, the 'tech wreck' does provide ample reasons for caution in some overheated markets. According to calculations made by the Milken Institute's DeVol, the areas most "sensitive" to a tech downturn are led by San Jose, Dallas, Boston, Los Angeles, Seattle, and Washington, DC. [These too are markets that have been placed on the FDIC's "watch list" as those most likely to provide some

“excitement” for commercial banks holding mortgages for construction loans for many office, retail, and industrial buildings.]

...Unfortunately, the market barbershops are going to give late investors, [bankers, and developers] some unpleasant "haircuts". But the dynamics of the new economy are not going to disappear. "Hot" areas still retain their essential attractiveness. And if landlords in the "first tier" cities remain inflexible on rents, it is likely that some of the emerging "second tier" cities will be more than happy to pick up the slack. Among the markets that could be picking up the pieces include still reasonably priced areas such as Oakland and Hollywood in California, Dallas, Tulsa, Baltimore, northern New Jersey and Philadelphia.

Clearly, the real estate [and economic development] patterns associated with a tech slowdown will be different than that of a "boom" driven by insanely cheap venture capital. Companies forced to look more at bottom line considerations may put greater stress on things such as regulation and low tax rates, which could help places like Florida and Texas.... Yet even in "second tier" locations, the key factors will still include such things as livability and attractiveness for information age workers. Refurbishing of downtowns, older suburban centers and construction of new high-tech areas will continue, but across a broader range of locations as cost, taxes and regulatory concerns gain new relevance.

...Amidst these changes, [economic and real estate developers should] remember that the fundamentals driven by the telecommunications revolution have not changed. The new economy, and its role in shaping the geography of the nation, will remain an ever more powerful determinant of real estate values, even though the places that benefit the most may shift somewhat with the new realities.

THE SOUTHERN REGION

Southern states, through organizations such as the Southern Growth Policies Board and the Southern Technology Council, are working together to identify strategies for improving the lives of their people. These groups are encouraging Southern states to prepare their economies to be fully competitive in the next century's marketplace.

An article entitled "Technology, Globalization, and Education: Forces Shaping the Region" (Southern Growth, Fall 1997) examines the forces affecting the economics of the Southern states. "Future economic success will, to a large extent, be dependent on our region's ability to harness technology, both to improve production processes and to develop new products and services for sale in worldwide markets," says the article. This is, in effect, the challenge facing each state, not only in the South but also throughout the United States. In a like manner, it is also a challenge facing each local community in the country.

Some states are better positioned to meet these challenges as clearly (and somewhat bluntly) described in PPI's *The State New Economy Index*. This is particularly true for states in the Southern region, which generally ranked in the lowest percentiles of overall scores of IT readiness. The four states of the central Gulf South (Arkansas, Louisiana, Mississippi, and Alabama) all ranked within the lowest percentiles of this nationwide analysis. In fact, none of these states ranked above 44th (Alabama), using the criteria to evaluate technological readiness and capabilities (Exhibit 4-2). Fortunately, Louisiana did not rank at the bottom of the list. However, at 47th, it managed to excel above only West Virginia, Arkansas, and Mississippi. Clearly, given the rapid growth across the technology spectrum, these states have significant challenges ahead of them. Education, for the most part, is at the core of this challenge.

An anecdote in the draft report of the 1998 Commission on the Future of the South provides insightful and somewhat troubling reinforcement to this challenge.

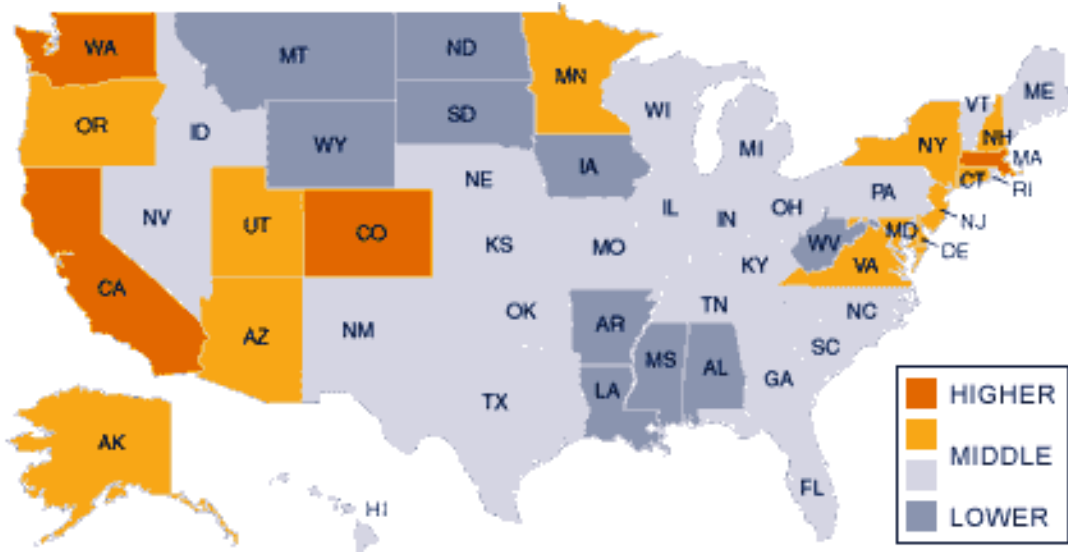
“Last year we had a high-tech tool-and-die company from Michigan approach us about building a plant here,” says Robert Barnes, former executive director of the Shelbyville Chamber of Commerce. “One of the first questions they asked us was, ‘Can your high school graduates perform calculus?’”

In Shelbyville, as in most places in the South, few non-college-bound students have mastered calculus; in fact, some may never have been exposed to calculus or even know what it is. The fact that a number of incoming college freshmen are required to take remedial math courses is even more alarming. The situation is somewhat similar for those requiring remediation in English. In some states, these numbers exceed 50 percent of the new freshman class, even with major financial investments to upgrade math and science education. Despite the pressures and lessons of our recent history, few leaders are prepared address the necessity of such a mandate: learn or fall further behind. Political courage, not pandering to the teacher's union voting block, is what is needed to effectively respond to this mandate. Imposing budgetary limits on bureaucratic growth and creating competition through charter schools and introducing education vouchers are potentially quite effective strategies for raising public education above its persistent mediocrity. However, these highly charged political issues require destabilizing the status quo and

cutting into sacred and closely guarded turf. More than any other single factor, education—particularly better education involving not only traditional academic programs but also technical and vocational training—is the key to everyone’s economic well-being throughout the South. In St. Charles Parish, the quality of the education system and the resolve of citizens to support education are significant to the community’s strategic positioning within the new economy framework.

EXHIBIT 4-2

Ranking of State New Economy Scores



Rank	State	Score	Rank	State	Score	Rank	State	Score
2	California	74.3	19	New Mexico	51.4	36	Nebraska	41.8
4	Washington	69.0	21	Nevada	49.0	38	South Carolina	39.7
6	Utah	64.0	23	Idaho	47.9	40	Oklahoma	38.6
8	New Jersey	60.9	25	Georgia	46.6	42	Iowa	33.5
10	Arizona	59.2	27	Kansas	45.8	44	Alabama	32.3
12	Virginia	58.8	29	Rhode Island	45.3	46	Montana	29.0
14	Minnesota	56.5	31	Tennessee	45.1	48	West Virginia	26.8
16	New York	54.5	33	Ohio	44.8	50	Mississippi	22.6

Source: *The State New Economy Index*, Public Policy Institute, July 1999.

POSITIONING LOUISIANA AND NEW ORLEANS

The key ingredients to a vibrant 21st Century economy in Louisiana as a whole and its constituent markets will be a skilled and educated workforce, access to technology, and access to capital. Information and communications technologies have revolutionized manufacturing, transportation, healthcare care, and even wholesale and retail trade. Growth of high value-added industries and their associated jobs depends on trained, innovative, entrepreneurial citizens embracing and utilizing those information and communications technologies. Successful development of space to accommodate these new business opportunities is linked to actual levels of demand and absorption potential that materialize as a result of these new and emerging market dynamics.

Global competition forces companies to compete on price, quality, and timely performance to an extent never before experienced. The changing nature of the marketplace and the technologies making those changes possible have fundamentally altered the way business is done and will be done in the future. These changes become evident in the way workers relate to machines and products; the way products are conceived, produced, and delivered; the way markets are served; the way in which companies interact; and the type and volume of risk and investment capital that flow into a state or local market. As stated in a report from the North Carolina Economic Development Board, "...the terms of competition have changed for business, which in turn has changed the terms of competition for people, for communities, and for state economic development policies." Communities that do not think creatively and act strategically will be unable to compete effectively, if at all.

Forces affecting how state and local economies must position themselves to compete include the following:

Technology

Technology must be integrated into every aspect of a community in order to compete locally, regionally, nationally, or internationally. Technology will drive the future. This integration must include all business sectors as well as the community at large, starting with local schools and extending into every aspect of government and institutional service. This requires a serious commitment to and an investment in technology infrastructure.

Movement from a Labor Economy to a Technology Economy

Few jobs will be available for low wage, relatively unskilled workers. As soon as companies, such as apparel manufacturers, move their operations to other countries, those kinds of jobs leave Louisiana and other similarly structured states. Even many of the workers in Louisiana's traditional industries, such as oil and gas exploration and production, chemical plant operation, and marine fabrication and construction, are now required to operate computers, advanced instrumentation, and other highly sophisticated equipment. As other companies become less competitive and move offshore or close down, the technology-intensive companies that remain will require highly skilled, high-performance laborers to meet their needs. Continuous improvement and investment in workforce development is the key ingredient here.

The types of workers companies need are also changing. The demand for managerial, production, and low-skilled laborers is decreasing, while the demand for skilled technicians, designers, and high-level professional services is increasing. Technology also improves productivity, allowing increases in output with the same or reduced employment. Firms that cannot find skilled workers locally will look for them globally. How local communities respond to this reality will be reflected in their investment in education, particularly in dollars that show up in the classroom as opposed to administrative bureaucracies.

Innovation Is Required for Success

Successful companies must be constantly improving production practices and products and moving into new markets. Local communities must encourage innovation and provide an environment in which innovation and creativity are supported financially. Commercializing new products usually requires creating or tapping into sources of seed and venture capital. However, before they can be tapped, these venture funds must be made available. For many local communities in Louisiana, this means relying on indigenous resources to form pools of venture and seed capital rather than attempting to attract them from the highly competitive national venture capital funds. The bulk of these funds typically flow into investment opportunities on the West Coast (ie, Silicon Valley; Orange County, California; and Seattle-Tacoma, Washington), the New England technology centers

anchored by Route 128 in Boston, the North Carolina Research Triangle, and the I-35 Silicon Prairie from Austin to Dallas, Texas. Although early stage financing is often difficult to find in the New Orleans area, there are several SBICs (Small Business Investment Companies) and similar intermediaries that provide later-stage or mezzanine financing for new companies.

Entrepreneurial Attitude and Behavior

Successful companies must be flexible and be able to rapidly respond to changing markets and economic conditions. Local communities can facilitate this response by behaving in an entrepreneurial manner and providing the tools and resources needed to encourage new value-added enterprises. Developing business incubators, partnering with local schools to offer entrepreneurship training and creating revolving loan funds (RLFs) for small businesses are some ways of meeting this challenge. These activities or programs are not mutually exclusive. In fact, for communities focused on significant restructuring, all three may be necessary. They all require cooperation and collaboration between the public and private sectors and need “champions” to nurture them to fruition. RLFs, for example, require active support (both managerially and financially) from local community banks and local branches of larger regional institutions. Entrepreneurial training, on the other hand, can be facilitated by cooperation with local community colleges or universities in conjunction with networks of small-business service providers such as CPAs, attorneys, and insurance agents.

Quality and Cost

For companies to be able to compete, high quality products must be produced at ever-lower costs. For local communities, this might call for removing barriers to entry, streamlining permit procedures, and cutting processing costs. It does not, however, necessarily mean “giving away the store” to attract marginal investment and even more marginal jobs of potentially very limited duration. In providing creative financing, the focus should be on attracting and retaining firms that fit the economic profile the community wants to achieve. Economic development strategies may or may not involve local tax exemptions, potentially risky loan guarantees, direct investments, or the like. In the new economic environment, strategic commitments may very well involve significant

guarantees of investment in local education and workforce training. Providing incentives without commensurate investments undermines long-term sustainable economic development.

Outsourcing

Companies are increasingly outsourcing components, business services, and, in some cases, R&D in order to streamline operations. While outsourcing may shrink the size of some companies, it also opens up opportunities for companies that produce needed components as well as specialized business and R&D services. This may include existing business in an area as well as those created to meet these new service demands. Again technology, in the form of advanced communications and transportation systems, contributes to the success of these types of arrangements. For local communities, this means having access to high-speed data transmission infrastructure. Providing locations for firms offering a variety of outsourcing services to local business may very well be a target market sector for space developed in St. Charles Parish.

A Changing Base Economy

Manufacturing has been the base of the US economy, producing multiplier effects throughout the marketplace. In the new economy, some high-value, service-sector industries, such as engineering, environmental services, and telecommunications services, are also becoming an all-important part of the "base" economy. Rather than being concentrated in a few large manufacturing locations, the information technologies industry tends to be clustered within certain geographic locales across a wide variety of firm types and sizes (including home-based, or "cottage," businesses). For many such firms, location itself is less important than the communications infrastructure that can be provided. Although highway, rail, and water access are all still important to goods-producing sectors, they are of marginal importance to information technology industries.

Partnering Is Critical to Success

Companies working in isolation from suppliers and final demand producers will find themselves left behind and ultimately left out. Innovative, entrepreneurial companies work closely with their suppliers and the companies that use their products to make critical design and production decisions that will increase their competitiveness. In a like manner,

local communities may find their economic well-being best served through collaboration and partnerships with like-minded communities. For example, they might creatively share educational resources, create multi-jurisdictional workforce training centers, or develop regional incubator and business resource facilities, to name a few. Similarly, local communities may also take leadership roles in organizing and facilitating local networks, or clusters, of goods-and-service-producing firms to encourage partnering and other joint efforts focused on growing existing critical masses of economic activity or creating new ones.

Nurturing New Business Start-ups and Spin-offs

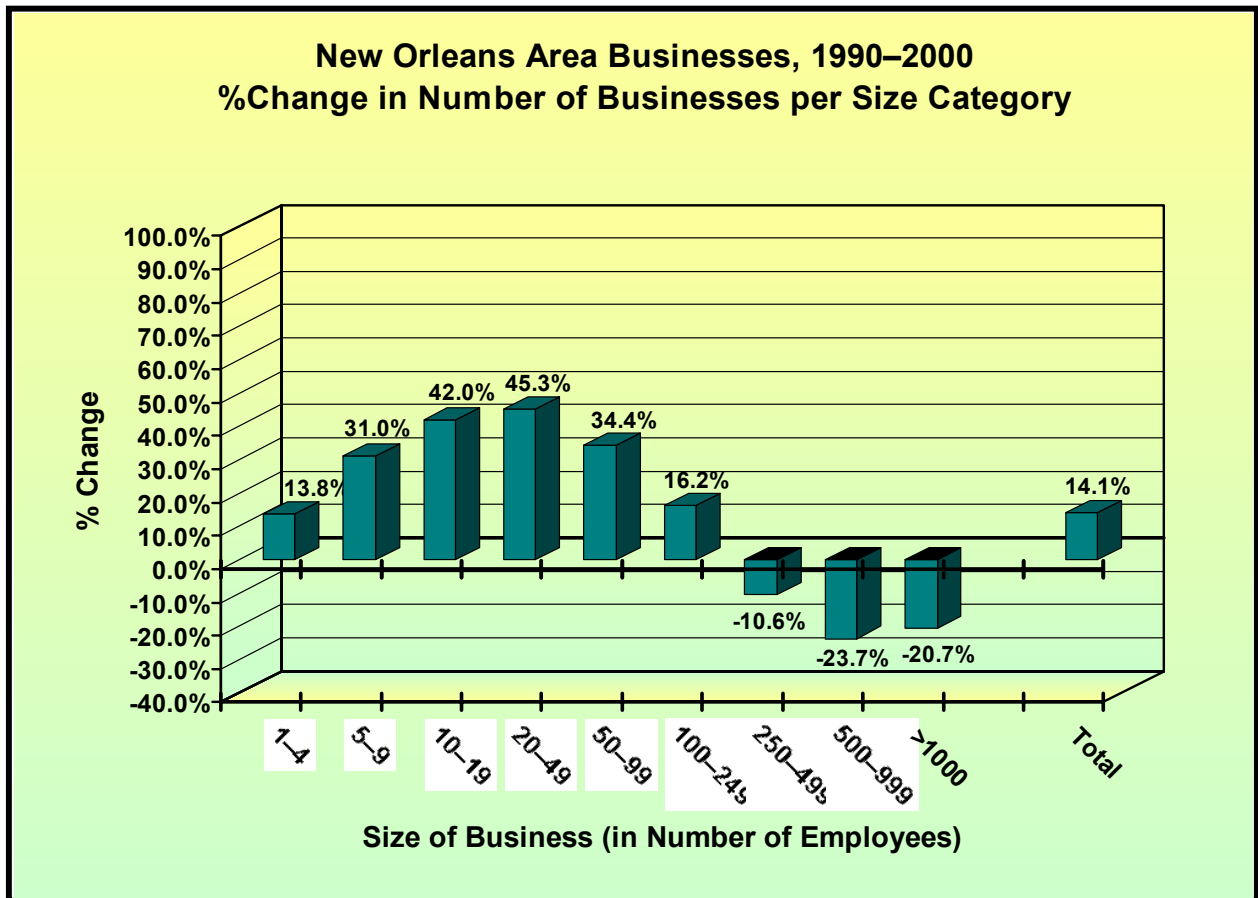
The vitality and long-term sustainability of a local economy's growth and development is inextricably linked to the entrepreneurial fervor of the community and the support infrastructure that encourages and nurtures the creation of new business enterprises. Since the mid-1970s, growth of the US economy has been driven almost exclusively by small business, generally ones with less than 100 employees and particularly ones with 20 or less. Studies by MIT's David Birch and others have consistently shown small entrepreneurial businesses to be the primary source of jobs, wealth creation, increased productivity, new product innovations, and technological advancement.

Since the mid-1970s, job growth among smaller firms (100 or fewer employees) has typically accounted for more than 80% of employment gains in the United States. In some years, these firms have accounted for virtually all of the economy's employment growth, while Fortune 500 companies continued to shed workers through layoffs, downsizing, and re-engineering in an attempt to increase productivity and become more globally competitive—in essence to become more entrepreneurial. Of the 8 million jobs created between 1993 and 1996, 77% were created by just 5% of the young and fastest growing companies in the United States. These “gazelle” firms are known for sales growth rates exceeding 20% annually. They typically attract the lion's share of venture capital and provide a significant share of fodder for the IPO market. Although the dot-com bomb and technology meltdown has brought many of these gazelles back to the realm of profitability reality, their importance to the national and local economies cannot be understated.

Although New Orleans is not considered a technology-driven economy and has not necessarily spawned gazelles and their venture capital suitors, small business growth is crucial to the local market. This is substantiated by the area's employment growth rates over the past decade when segmented by firm size.

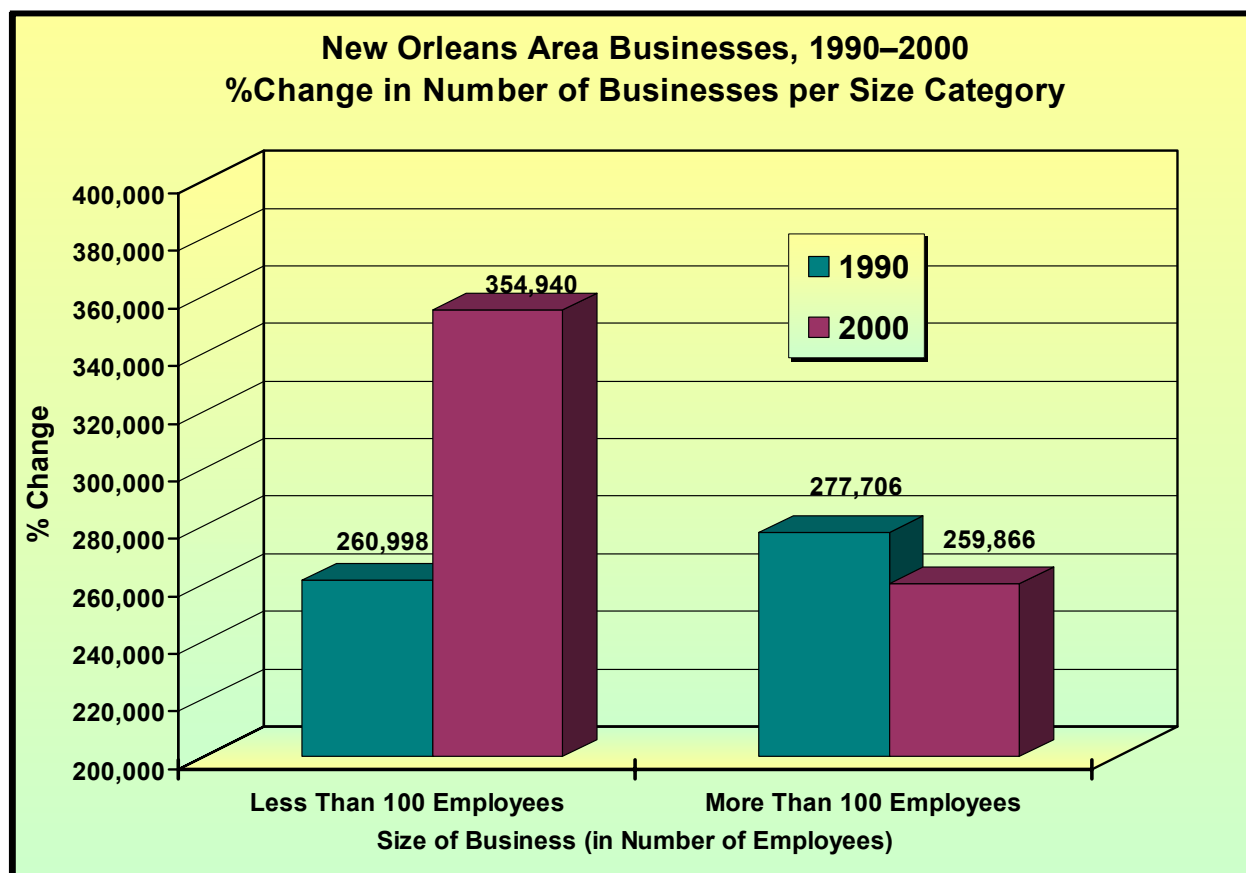
Overall, total employment from 1990 to 2000 in the metropolitan area rose 14.1%, or by a rather paltry 1.4% annually. Had it not been for small firms, particularly ones with 100 or fewer employees, the New Orleans area economy would have experienced an economic shrinkage that would have made the 1980's oil and gas crash look good. As Exhibit 4-3 illustrates, employment decreased for the decade in firms with more than 250 employees, with the greatest decreases, -23.7% and -20.7%, occurring among firms with 500 to 999 or 1,000 or more employees, respectively.

Exhibit 4-3



Employment growth rates exceeding 40% for the decade were recorded for companies with 10 to 50 workers, while growth rates of 30% or more were recorded for firms with 5 to 9 employees (up 31%) and ones with 50-99 workers (up 34.4%). Firms with under 5 employees grew at about the same rate as the economy overall for the decade (1.4% annually), while those with 100 to 250 workers grew slightly faster (1.6% annually). The bottom line, however, is that new entrepreneurial business start-ups and growth within the small business sector saved the area's economic "bacon" in the last decade.

Exhibit 4-4



The area's economic restructuring, which began in the 1980s, continued during the 1990s as these trends demonstrate. The large firms undergoing shrinkage include the usual suspects within the oil and gas industry. These companies accounted for most of the job losses among firms with 250 or more employees, and their contribution to the area's restructuring is probably not yet complete. However, the positive contribution of the small business sector has been significant and certainly needs to be a major force in the area's economic restructuring for the foreseeable future. The extent to which the small business sector continues to be a significant economic driver will depend largely on how well the area provides an entrepreneurial support infrastructure to encourage and nurture new venture creation.

With regard to innovation and research and development effectiveness, small entrepreneurial firms have accounted for 95% of all radical technological innovations since WWII and 50% of all commercially usable innovations. Small entrepreneurial firms have generally produced twice as many technological innovations per R & D dollar as their Fortune 500 counterparts and have developed twice as many innovations per scientist. Small entrepreneurial firms have generally been faster to market with new technological innovations and have generally been more aggressive in adapting new and emerging technologies to improve productivity and increase worker output.

St. Charles Parish can encourage and nurture new venture creation in a variety of ways, such as creating and operating a business incubator. An incubator facility can be a focal point of entrepreneurial training, information resources, technical assistance, and access to capital. These are the necessary building blocks of new viable entrepreneurial ventures and could become an integral component of the parish's economic development strategy. Successful incubator graduates create demand for commercially viable office and assembly space in the surrounding community and would fuel absorption potential for future business and industry parks in St. Charles Parish. This experience can be a model of sorts for what needs to happen going forward, which, if replicated enough times, can help to absorb significant amounts of building square footage.

St. Charles Parish should also formulate closer ties with resources that can contribute to the development and growth of an incubator program. This would include developing formal working relationships with entrepreneurial training programs offered through local universities and technical assistance programs such as SBDCs and EDA-funded university centers. The parish should also pursue formal linkages to local and regional seed and venture capital networks and, where possible, sponsor events that bring such resources together regularly. St. Charles Parish could also establish formal working relationships with networks of service providers (ie, attorneys, CPAs, financial planners, etc.) that incubator occupants could access on a low-cost or pro bono basis for basic counseling and advice.

For St. Charles Parish in general and the New Orleans area in particular, the opportunities and long-term payouts of an aggressive new enterprise support infrastructure

can be significant. The benefits far outweigh the costs, and the risks are reasonable and manageable.

BUSINESS RECRUITMENT OF TARGETED CLUSTERS

Business or industrial recruitment is the activity that has commanded the largest share of industrial economic development efforts of state and local agencies. Often referred to as “smokestack” chasing, it is the kind of effort that can show tangible results and attract the attention of local leadership (both private and public) because it usually results in ribbon-cutting or groundbreaking, photo-op ceremonies. Recruitment, however, is a highly costly, time consuming, extremely competitive, very inefficient activity. Recruitment becomes a powerful vortex into which large quantities of resources are consumed with little or nothing to show for the investment. The economic development profession was slow in coming to its senses and realizing (much to its own embarrassment) that the extremely low benefit/cost relationship of most recruitment efforts was draining valuable and, in most cases, scarce resources.

The solution for agencies that “have seen the light” and for the economic development profession at large is targeted recruitment focused on specific industry clusters that represent a good fit or match for a local area, region, or state. The basic premise of that approach is competitive advantage and the realization that 1) not all industries or businesses are necessarily compatible with or could be sufficiently supported by some local economic structures and 2) when one or more highly compatible sectors begin to emerge because of this competitive advantage, they have a habit of attracting firms from within the same or closely related sectors because of symbiotic and synergistic relationships.

In essence, targeted industry clusters share four basic qualities or characteristics:

1. They are geographic concentrations of similar industries. This concentration may be limited to one county or jurisdiction or they may be spread over several counties within the same metropolitan area. The key is that they share a

geographic proximity, which establishes a sense of place and critical mass for one or more industries or industry sectors.

2. The clustering or critical mass creates significant economies of scale that allow firms to share technical, skill, financial, and distributional or logistical advantages. Clusters have the effect of attracting new technologies and creating nurturing environments in which new innovation is encouraged and supported through networks of highly skilled workers and a mix of “angel,” seed, and formal venture-capital financing sources. California’s Silicon Valley, North Carolina’s Research Triangle, Boston’s Route 128, and Austin, Texas, are all examples of these elements at work.
3. Clusters also foster specialized buyer-supplier relationships and dependencies. This is particularly true in manufacturing clusters where just in time parts and component deliveries are crucial to fattening gross margins and sustaining profitability. New and emerging automobile manufacturing clusters in the South, particularly in Alabama and Mississippi, are good examples of these cluster principles in action.
4. Once clusters mature and reach a significant critical mass in comparison to other locations, they become hard-to-duplicate investments with significant competitive advantages in the marketplace. Consequently, the jurisdictions in which they locate are obliged to provide substantial infrastructure and other incentives to retain them in order to protect the initial investment expended in growing these clusters.

The importance of targeted clustering as an economic development strategy for local and regional economies is self-evident. States and metropolitan areas that have successfully targeted and nurtured industrial clusters have generally outperformed the economy as a whole over the past 15 to 20 years and have left others, ie, Louisiana, literally in their dust. The technology-led clusters such as Austin, Texas, Silicon Valley, the Research Triangle, and Route 128, are the most obvious examples of the influence and importance of this economic development strategy. However, many other clusters, such as health services, biomedical products, educational services, and tourism and recreation

clusters, have emerged in local economies throughout the United States. These clusters have had significant effect on the growth and diversification of these local economies over the past two decades.

Although somewhat late to the gate, both Louisiana and metropolitan New Orleans have embarked on economic development strategies that embrace a targeted clustering model. Clusters identified by the state's economic development strategic plan (Vision 2020) and by MetroVision for the eight-parish, New Orleans metropolitan area contain some overlap but are generally consistent in their focus on economic diversification. Also, they both build on existing strengths while attempting to seize opportunities that are realistically within grasp. However, they both represent long-range vision and direction for local communities attempting to embark on their own economic development efforts, including, of course, St. Charles Parish. Significant resources are being channeled into these cluster development strategies at both the state and metropolitan area levels. In fact, both the Louisiana Department of Economic Development and MetroVision are being reorganized and internally restructured to facilitate the execution of this strategy over the next 10 to 15 years.

As such, it is incumbent upon local economic development agencies to position themselves and their programs and projects to take advantage of these efforts, which can produce demand for building sites or space in finished office or industrial structures.

At the state level, Vision 2020 has identified six major technology clusters that will be the focus of Louisiana's economic development strategy for the foreseeable future. They are as follows:

- **Cluster I—Medical and Biomedical**

This category includes technologies related to human health, including (but not limited to) pharmaceutical, nutrition, gene therapy, as well as medical devices and instruments. Much of the activity in recent years has been centered in the area of biotechnology.

Louisiana has in place the elements necessary for a strong supporting infrastructure for medical and biomedical activities. Extensive research is being conducted in a

wide variety of fields at the Pennington Biomedical Research Center, the Northwest Louisiana Biomedical Research Foundation, the LSU medical Centers in New Orleans and Shreveport, the Tulane Medical Center, the Biomedical Engineering Department and Institute for Micromanufacturing at Louisiana Tech, the School of Pharmacy at Northeast Louisiana University, the College of Pharmacy at Xavier University, UNO's National Biodynamics Laboratory, the LSU School of Veterinary Medicine, the Center for Advanced Microstructures and Devices (CAMD) at LSU, and the primate centers associated with USL and Tulane.

▪ **Cluster II—Micromanufacturing**

Microfabrication refers to the creation of physical structures that are about one micron (a millionth of a meter) in size. Microfabrication is the basic manufacturing technology of the semiconductor industry. In recent years, the production processes used for semiconductor fabrication have been used to make mechanical structures. It is the microfabrication of mechanical structures that offers opportunities for Louisiana.

Microstructures are being used and demanded increasingly as smaller and smaller devices are made and sought. Their primary use today is for sensors; however, researchers throughout the world are trying to develop tiny products such as motors, valves, nozzles, turbines, and pumps. A very important use will be in medicine, including diagnostic tools, surgical instruments and parts of artificial organs.

Louisiana has the potential to be at the forefront of development of these technologies. The Center for Advanced Microstructures and Devices (CAMD) at LSU in Baton Rouge and the Institute for Micromanufacturing (IfM) at Louisiana Tech have state-of-the-art facilities for microelectromechanical systems (MEMS) research and development.

▪ **Cluster III—Software, Autoregulation, Internet, and Telecommunications Technologies**

Perhaps more than any other technical area, information and communication technologies are what make our society “modern.” The ability to rapidly access and share vast amounts of information has been the driving force in economic growth and

improved quality of life in the latter part of the 20th century. Accordingly, information and communication technologies are essential for economic growth and for helping other technical areas to realize their full potential.

Software is an enabling technology in the development of other technologies. Most other scientific and engineering progress is directly dependent on software. In many cases, software is the limiting factor on how fast the other technologies can evolve. Key technological areas include education and training software, network and system software, modeling and simulation software, software engineering tools, pattern recognition software, and the production of custom software.

Although Louisiana is not known as a center of software development, Louisiana companies and entrepreneurs are developing, and in many cases attempting to market, new software every day. This software is designed to address needs in a wide variety of fields and is often targeted to niche markets. The Naval Information Technology Center, which is located in the UNO Research and Technology Park, is a personnel record-keeping center that will acquire, develop, and support technologically superior and affordable information management systems. UNO, in conjunction with the state's Higher Education Consortium connected to this initiative, is assisting the Department of Defense in the development of cutting edge technology and software. The magnitude of this initiative has already attracted multiple national software and systems companies to locate offices within the state, including several new buildings in the UNO Research Park.

Telecommunications and Internet technologies are tremendous growth areas that include software as well as hardware technologies. Internet-related technology development is moving forward on many fronts—from improvements in electronic commerce, routing, management of the large amounts of information being moved, and voice communication to innovative ways to use the Internet. In the area of telecommunications, significant growth is forecast in wireless technologies both for voice and data transmissions. New satellite systems and high-altitude platforms will be interconnected with optical fiber systems and terrestrial wireless networks to provide voice and data access whenever and wherever they are needed.

A number of research efforts in these areas are underway at Louisiana universities. For example, research at USL's Center for Advanced Computer Studies (CACS) focuses on automated reasoning, computer vision and pattern recognition, parallel computing, wireless and mobile computing systems, intelligent robotic systems, and Very Large Scale Integration (VLSI). The NASA Regional Application Center, which is housed in CACS, is one of four initial sites in the United States collaborating with NASA in the Mission to Planet Earth and Earth Observation System program for collecting and processing massive amounts of data transmitted by current and future satellites.

▪ **Cluster IV—Environmental Technologies**

The Clean Air Act of 1970 and the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA or Superfund) precipitated massive efforts to reverse precedent damage to the environment caused by detrimental industrial and municipal waste disposal practices. Much has been accomplished, yet much remains to be done. With regard only to hazardous waste sites currently listed by the Environmental Protection Agency (EPA), for example, clean up costs through the year 2020, using existing remediation practices, are projected to approach \$1 trillion. Louisiana is home to 50 such sites, 17 of which are on EPA's National Priorities List. Predictably, in the wake of these environmental initiatives, the demand for environmental technologies has grown. The market for environmental goods and services in the United States, the largest single market, was \$147 billion in 1995. It was projected to exceed \$195 billion by the year 2000.

Louisiana is making great progress in its efforts to clean up its environment. Because of its existing chemical manufacturing, petroleum exploration and refining industries, Louisiana is home to the technical expertise, i.e., chemical, biological, geological, mechanical and civil engineering, required to effectively implement its environmental initiatives.

There are also strong academic and research programs at the state's post-secondary educational institutions that support the state's efforts. For example, researchers at LSU have developed novel micro-organisms for the biodegradation of toxic wastes

and methods for the electrochemical decontamination of soils and slurries. At Louisiana Tech, researchers are investigating the development of environmentally safe pesticides and have patented microbial agents and biological herbicides to control weeds in lawns, turf grass and row crops as well as blue-green algae to improve water quality in aquatic environments. UNO's Urban Waste Management and Research Center supports research in solid waste management, water resources and air quality. At Tulane, researchers are investigating the use of encapsulated fungi for bioremediation as well as municipal sludge treatment and management.

Likewise, there are a number of firms in Louisiana, large and small, currently engaged in environmental remediation work. For these reasons, Louisiana is well positioned to actively participate in the market for environmental technologies. This market is growing and maturing, yet there remain significant opportunities to advance the state-of-the-art in each of its segments: monitoring, characterization, containment and remediation.

▪ **Cluster V—Food Technologies**

This category includes technologies related to the production and processing of food including agricultural biotechnology. Global agriculture is facing the challenges of an increasing human population; an accelerating need for food, fiber, feed and raw materials for other industries; and a declining amount of cultivated land per capita. Sustainable agricultural systems must address the development of environmentally sound, productive, economically viable and socially desirable agriculture.

The Southern Regional Research Center (SRRC), a US Department of Agriculture (USDA) lab in New Orleans, is heavily involved in R&D related to food technologies. The Food and Feed Safety research unit focuses on characterization of factors that contribute to food contamination and development of methods to detoxify these contaminants; developing methods to increase resistance to crop infections and reduce contamination of pre-harvest crops; the genetic aspects of toxin production in microbes and procedures for elimination of the toxin-producing potential in field situations; and identification of genes encoding antifungal peptides/enzymes for use in approaches to enhance resistance in crops against fungal pathogens particularly

those producing mycotoxin. The Food Processing and Sensory Quality Research Unit invents, designs and develops cost-effective, environmentally acceptable processing systems that yield value-added products of enhanced quality from food crops.

▪ **Cluster VI—Materials, Catalysts and Composites, Electronics and Biocompatibles**

Market-driven demand for products that are more affordable, versatile, durable and environmentally friendly has precipitated an unprecedented development of advanced material systems during the past 35 years, a trend expected to continue into the foreseeable future. While most advanced materials are developed for particular applications, rarely are their uses confined to one application or one market segment. For example, an advanced composite material that possesses characteristics suitable for use in a medical implant may also prove an excellent structural component for a biomedical instrument. Polymeric coatings developed to protect NASA's re-entry vehicles or deep space probes may also be useful to coat piston heads for high-performance, internal combustion engines. As such, advanced materials are enabling technologies. They are often the keys that unlock many manufacturing developments whether by facilitating the improvement of existing products or by presenting entirely new material possibilities.

Louisiana has a strong historic profile in chemical manufacturing, although one focused mostly on the production of commodity chemicals. Because of this, however, there is available the breadth of technical expertise required not only to support the existing industry, but also to facilitate its expansion into the manufacture of specialty chemicals and advanced materials. Chemistry, physics, chemical, biological and mechanical engineering, disciplines central to advanced material development, are supported by all of the state's post-secondary education institutions. Moreover, the geographic and market constraints that once inhibited specialty chemical and advanced material manufacturing in this region no longer exist. Accordingly, there are substantive opportunities to exploit these advantages, and more importantly, and emerging infrastructure of research support activities such as the UNO Advanced Materials Research Institute, Tulane University's Laser Laboratory, and the recently

announced collaboration between UNO, Lockheed-Martin, and NASA to create a National Center for Advanced Manufacturing at the Michoud facility.

MetroVision as part of its regional economic development strategy has identified eight comparable and, in some cases, overlapping industry clusters around which its business recruitment efforts will be focused. These include the following:

- Food and consumer products
- Telecommunications and e-commerce
- Environmental technologies
- Biotechnology
- Arts and entertainment
- Oil and gas
- Maritime and shipbuilding
- Aerospace

The next section of this report discusses the goals, objectives and implementation strategies formulated by the St. Charles Parish Strategic Planning Committee.

SECTION V

GOALS, OBJECTIVES AND STRATEGIC IMPLEMENTATION

The strategic planning process ultimately leads to establishing goals (desired and results), objectives (measurable benchmarks of achievement), and implementation strategies (detailed steps for achieving objectives and reaching goals). The St. Charles Parish Strategic Planning Committee worked very diligently toward these ends and, as a group, are submitting the results of this effort in the materials that follow.

As previously discussed, the committee subdivided itself into seven working groups or focus-area subcommittees. The task for each subcommittee was to formulate and clearly state goals and objectives within their respective focus areas that would in some way build on an identified community strength, seek to remediate a weakness, take advantage of an identified opportunity, or mitigate a perceived threat to the community's economic future. Generally, each subcommittee formulated goals, objectives, and related work plans within the context of a 5- to 10-year planning horizon, with the primary emphasis on what could be accomplished in the short term.

The understanding is that for any community, strategic planning is an ongoing process that should be continually revisited and periodically updated as conditions change, new opportunities arise, or new threats emerge. In essence strategic planning is a process with no end, just recurring cycles of re-evaluation, re-focus, and re-direction—all with the ultimate goal of moving the community forward and to ever-higher plateaus.

This section presents a summary of the goals and objectives formulated by each focus-area subcommittee. Also presented is a brief discussion of the rationale for each goal, which builds upon the SWOT analysis, and a description of the implementation steps that must be undertaken to move toward reaching each goal. In some cases, subcommittees formulated very detailed implementation steps. In others, some work is still needed to “flesh out” this part of the process. However, this plan in its entirety should be viewed as a “work in progress” and thus subject to ongoing revision and refinement.

It should also be noted that goals and objectives are listed in their relative order of priority as recommended by each subcommittee and ratified by the overall strategic planning committee. These too may be subject to re-ordering upon further discussion, as would the implementation timelines or schedules that attach to the plan.

REGULATORY REHAB

Committee: **Greg Lier – Chairman**, Terry Authement, Neal Ayme, Jr., Kevin Belanger, Richard Bordner, Robert Brou, Scott Coulombe, Stanley Roy Dufrene, Jack Fisher, Luther McCracken, Randy Noel, Steve Romano, Doug Rhodes, Debbie Dufresne Vial

Goal 1: Adopt a land-use plan that facilitates long-term growth and development.

Rationale: Current land-use plan has not been reviewed or revised in over 12 years. During that time, new land use categories have emerged.

Objective 1: Present an updated land-use plan to the Planning & Zoning Commission.

Target Date: December 2003

Goal 2: Implement a modern subdivision code that facilitates growth.

Rationale: Current subdivision regulations are 20 years old and thus outdated.

Objective 1: Present revised subdivision regulations to the Planning and Zoning Commission.

Target Date: June 2004

Goal 3: Enforce existing State regulations pertaining to new construction.

Rationale: Assuring minimum standards for construction, safety and materials will ensure the health, safety, and welfare of the general public.

Objective 1: Ensure compliance with state licensing laws.

Target Date: October 2002

Goal 4: Ensure environmental regulations facilitate growth while protecting the environment.

Rationale: Evidence suggests that current environment regulations impede economic growth.

Objective 1: Active community involvement in legislative process.

Target Date: August 2002

Goal 5: Streamline the Parish permitting process.

Rationale: Facilitate growth and development.

Objective 1: Develop "true" one-stop permitting for business and residential enterprises.

Target Date: June 2003

Goal 6: Implement Parish building code for new construction.

Rationale: Assuring minimum standards for construction, safety and materials will ensure the health, safety, and welfare of the general public.

Objective 1: Determine proper codes/areas to adopt.

Target Date: December 2002

Objective 2: Evaluate cost of implementation.

Target Date: December 2002

Objective 3: Make final recommendation to Council Special Projects Committee.

Target Date: March 2003

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Regulatory Rehab

Goal 1	Adopt a land-use plan that facilitates long-term growth and development.				
Rationale:	Current land-use plan has not been reviewed or revised in over 12 years. During that time, new land use categories have emerged.				
Objective 1	Present an updated land-use plan to the Planning & Zoning Commission for approval by the end of the 4th quarter of 2003				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Assemble a Land-Use Review Committee (LURC) consisting of Parish Planning and Zoning (P&Z) staff, commissioners, landowners, builders, civic associations, Parish Council, business association, independent representatives.	Strategic Planning Committee	July 2002	Stakeholders	N/A	
Task 2: Develop areas of interest to be reviewed and addressed by RFP. Define the scope of the project.	LURC & P&Z	October 2002	LURC	\$200	
Task 3: Develop and award a contract hiring an outside firm to revise land use plan.	LURC & Parish Council	February 2003	P&Z Staff, Parish Attorney	\$75,000	Funding
Task 4: Present findings to P&Z commission and Council sub-committee.	Consultant	December 2003	LURC, Consultant	N/A	
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Regulatory Rehab

Goal 2	Implement a modern subdivision code that facilitates growth.				
Rationale:	Current subdivision regulations are 20 years old and thus outdated.				
Objective 1	Present revised subdivision regulations to the Planning and Zoning Commission for approval by the June 2004.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Assemble a Subdivision Review Committee (SRC) consisting of developer, builder, surveyor, Parish Officials, civic association, Councilman, real estate attorney, and banks.	Strategic Planning Committee	July 2002	Stakeholders	N/A	
Task 2: Develop areas of interest to be reviewed/addressed.	SRC	September 2002	SRC, Other Stakeholders	\$200	
Task 3: Develop RFP and award contract to hire outside firm to revise subdivision regulations.	SRC, Parish Admin. & Parish Council	December 2002	Planning and Zoning (P&Z) Staff, Parish Attorney	\$100,000	Lack of funding. Council and Administration can overcome
Task 4: Present findings to P&Z Commission and Council Sub-Committee.	Consultant	June 2004	SRC	N/A	
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Regulatory Rehab

Goal 3	Enforce existing State regulations pertaining to new construction.				
Rationale:	Assuring minimum standards for construction, safety and materials will ensure the health, safety, and welfare of the general public.				
Objective 1	Ensure compliance with State licensing laws by October 2002.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Ensure Planning & Zoning Department knows State laws.	Planning and Zoning (P&Z) Director	July 2002	Parish Attorney, Home Builders Association (HBA)	N/A	
Task 2: Compare current Parish Planning & Zoning procedures/practices with State laws.	P&Z Director	August 2002	P&Z Staff, Parish Attorney, HBA	N/A	
Task 3: If Parish P & Z procedures/practices do not meet state law, develop action plan to achieve compliance.	P&Z Staff	October 2002	P&Z Staff, Parish Attorney, HBA	N/A	
Task 4:					
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Regulatory Rehab

Goal 4	Ensure environmental regulations facilitate growth while protecting the environment.				
Rationale:	Evidence suggests that current environment regulations impede economic growth.				
Objective 1	Active community involvement in legislative process by August 2002.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Educate Parish Council on need for involvement in environmental regulation activities that affect the parish.	Stanley Roy Dufrene	July 2002	N/A	N/A	Turfism
Task 2: Establish an Environmental Resource Committee (ERC) consisting of builders, small business, large industry, developers, environmentalists, and other stakeholders to provide regarding the effects of proposed/existing regulations.	Strategic Planning Committee	August 2002	Tech & Stakeholders	N/A	Lack of Interest
Task 3: Establish an environmental sub-committee of the Parish Council to work with the ERC	ERC, Council	August 2002	Parish Attorney	N/A	Charter Restrictions
Task 4:					
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Regulatory Rehab

Goal 5	Streamline the Parish permitting process.				
Rationale:	Facilitate growth and development.				
Objective 1	Develop "true" one-stop permitting for business and residential enterprises by June 2003.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Establish One-Stop Permitting Committee (OSPC) consisting of current permitting offices, builders, business association and industrial representatives.	Strategic Planning Committee	July 2002	Stakeholders	N/A	Lack of Interest.
Task 2: Review existing permitting/licensing processes.	OSPC	August 2002	OSPC	N/A	Lack of Interest.
Task 3: Evaluate best practices from other communities.	OSPC	September 2002	OSPC	\$1,000	Lack of interest.
Task 4: Investigate legal issues pertaining to consolidating permitting process.	OSPC	December 2002	Parish Attorney	N/A	
Task 5: Devise action plan to make process more efficient & to determine project costs.	OSPC	December 2002	OSPC	\$1,000	Turfism, Resistance to change.
Task 6: Implement action plan.	Parish Administration, Council and Other Agencies	June 2003	Parish Administration, Other Agencies	Unknown	Funding, turfism, resistance to change.
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Regulatory Rehab

Goal 6	Implement Parish building code for new construction.				
Rationale:	Assuring minimum standards for construction, safety and materials will ensure the health, safety, and welfare of the general public.				
Objective 1	Determine proper codes/areas to adopt.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Establish Building Code Committee (BCC) consisting of HVAC, plumbing, builders, fire departments, permitting (FEMA), consumers, HBA, South Central Planning, Council, Planning and Zoning (P&Z)..	Strategic Planning Committee	July 2002	Local Craftsmen, Technicians	N/A	Lack of Interest
Task 2: Review existing codes.	BCC	November 2002	P&Z Staff, BCC	\$3,000	Funding. Home Builders Association (HBA) may assist.
Task 3: Review and assess legal liabilities.	BCC	November 2002	Parish Attorney, HBA Legal, Local Judges	N/A	Lack of Interest
Task 4: Examine cost differentials of various codes vs. benefits (inclusive of permitting fees).	BCC	December 2002	P&Z Staff, HBA, Insurance Representative.	N/A	
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Regulatory Rehab

Goal 6 : Implement Parish building code for new construction.					
Rationale: Assuring minimum standards for construction, safety and materials will ensure the health, safety, and welfare of the general public.					
Objective 2 : Evaluate cost of implementation.					
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources? People	Funding	Possible Barriers? Who Can Overcome?
Task 1: Assess current Planning & Zoning Department's (P & Z) capacity.	P&Z Director	July 2002	P&Z Staff	N/A	
Task 2: Determine organizational structure to execute recommendations.	BCC	December 2002	P&Z Staff, BCC	N/A	
Task 3:					
Task 4:					
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Regulatory Rehab

Goal 6	Implement Parish building code for new construction.				
Rationale:	Assuring minimum standards for construction, safety and materials will ensure the health, safety, and welfare of the general public.				
Objective 3	Make final recommendation to Council Special Projects Committee by March 2003.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Prepare proposal for Council presentation.	BCC	March 2003	P&Z Staff, BCC, Parish Attorney	\$500	Lengthy process Cost of Implementation
Task 2:					
Task 3:					
Task 4:					
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

BUSINESS ATTRACTION AND RETENTION

Committee: Lily Galland – Chairman, Ricky Bosco, Ira Cazenave, Missy Danford, Stanley Dufrene, Corey Fauchaux, Jack Fisher, Barbara Jacob, Henry LeBoyd, Brent Petit, Linda Prudhomme, Billie Simoneaux, Henry Sorbet, George Williamson

Goal 1: Develop and diversify the economy of St. Charles Parish by initiating, coordinating and integrating public and private strategies for business and visitor attraction, business retention, and expansion, and new enterprise development.

Rationale: St. Charles Parish has experienced strong economic growth over the past several years, but it remains dependent upon the large, heavy industrial sector. Future economic and business development efforts should focus on attracting and nurturing new enterprises with long-term growth potential and commitment to St. Charles Parish as a place to do business.

Objective 1: Establish a business attraction/retention program.

Target Date: December 2003

Objective 2: Determine the need for a local tourism/visitor attraction program.

Target Date: December 2002

Objective 3: Establish a new enterprise development program.

Target Date: December 2002

Objective 4: Establish a workforce development program.

Target Date: December 2002

ST. CHARLES PARISH STRATEGIC PLANNING WORKSHEET

BUSINESS ATTRACTION/RETENTION

GOAL 1: Develop and diversify the economy of St. Charles Parish by initiating, coordinating and integrating public and private strategies for business and visitor attraction, business retention and expansion, and new enterprise development.
RATIONALE: St. Charles Parish has experienced strong economic growth over the past several years, but it remains dependent upon the large, heavy industrial sector. Future economic and business development efforts should focus on attracting and nurturing new enterprise with long growth potential and commitment to St. Charles Parish as a place to do business
OBJECTIVE 1: Establish a business attraction/retention program by the end of 2003.

	ASSIGNED TO? WHO'S RESPONSIBLE?	BY WHEN (DATE)?	WITH WHAT RESOURCES? People	Funding	POSSIBLE BARRIERS? WHO CAN OVERCOME?
Task 1: Establish a resource committee to work with Econ. Dev. Dept. to develop plan	Economic Development Council Bus. Attraction/Retention Committee	June 2002	Yes		Lack of volunteers
Task 2: Reach consensus on types of businesses needed & wanted.	Economic Development Council MetroVision Louisiana Dept of Economic Development Stakeholders	September 2002	Yes		Lack of participation
Task 2A: Research current Data	Economic Development MetroVision	December 2002	Yes		
Task 2B: Conduct survey of stakeholders	South Central Planning Economic Development Resource Committee	December 2002	Yes	Yes	Lack of participation
Task 3: Identify potential sites, natural resources and infrastructure support.	Economic Development Resource Committee	June 2002	Yes	Yes	Lack of participation and confidentiality
Task 4: Review study produced by MetroVision for Regional incentives	Economic Development Resource Committee	December 2002	Yes		
Task 5: Survey local businesses to determine potential downstream bus. opportunities	Economic Development Resource Committee	June 2003	Yes	Yes	Lack of participation and confidentiality
Task 6: Develop a marketing plan for St. Charles Parish	Economic Development University	December 2003	Yes	Yes	Lack of funding
Task 6A: Identify resources necessary to develop plan	Economic Development Council Resource Committee	December 2003	Yes	Yes	Lack of participation and funding

ST. CHARLES PARISH STRATEGIC PLANNING WORKSHEET

BUSINESS ATTRACTION/RETENTION

GOAL 1: Develop and diversify the economy of St. Charles Parish by initiating, coordinating and integrating public and private strategies for business and visitor attraction, business retention and expansion, and new enterprise development
RATIONALE: St. Charles Parish has experienced strong economic growth over the past several years, but it remains dependent upon the large, heavy industrial sector. Future economic and business development efforts should focus on attracting and nurturing new enterprise with long growth potential and commitment to St. Charles Parish as a place to do business
OBJECTIVE 2: Determine the need for a local tourism/visitor attraction program by the end of 2002.

	ASSIGNED TO? WHO'S RESPONSIBLE?	BY WHEN (DATE)?	WITH WHAT RESOURCES? People	Funding	POSSIBLE BARRIERS? WHO CAN OVERCOME?
Task 1: Establish Tourism Resource Committee consisting of the St. Charles representatives of the River Parishes Tourism Committee with the Tourist Advisory Committee providing linkage.	Economic Development Council	June 2002	Yes		Lack of participation
Task 2: Research available resources and determine gaps.	Tourism Resource Committee	December 2002	Yes		Lack of participation

ST. CHARLES PARISH STRATEGIC PLANNING WORKSHEET

BUSINESS ATTRACTION/RETENTION

GOAL 1: Develop and diversify the economy of St. Charles Parish by initiating, coordinating and integrating public and private strategies for business and visitor attraction, business retention and expansion, and new enterprise development.
RATIONALE: St. Charles Parish has experienced strong economic growth over the past several years, but it remains dependent upon the large, heavy industrial sector. Future economic and business development efforts should focus on attracting and nurturing new enterprise with long growth potential and commitment to St. Charles Parish as a place to do business.
OBJECTIVE 3: Establish a new enterprise development program by December 2002.

	ASSIGNED TO? WHO'S RESPONSIBLE?	BY WHEN (DATE)?	WITH WHAT RESOURCES? People	Funding	POSSIBLE BARRIERS? WHO CAN OVERCOME?
Task 1: Establish Resource Committee to work with Economic Development to develop plan.	Economic Development Council Resource Committee	June 2002	Yes		Lack of volunteers
Task 2: Research current programs to assess the plan/activities.	Economic Development Resource Committee	September 2002	Yes		
Task 3: Look at "best practices" in other areas	Economic Development Resource Committee University	December 2002	Yes	Yes	Lack of participation
Task 4: Establish an infrastructure to attract business, e.g. incubator, seed capital, etc.	Economic Development Stakeholders	June 2002	Yes	Yes	Lack of funding
Task 5: Finalize Plan	Economic Development Resource Committee	June 2002	Yes	Yes	

ST. CHARLES PARISH STRATEGIC PLANNING WORKSHEET

BUSINESS ATTRACTION/RETENTION

GOAL 1: Develop and diversify the economy of St. Charles Parish initiating, coordinating and integrating public and private strategies for business and visitor attraction, business retention and expansion and new enterprise development
RATIONALE: St. Charles Parish has experienced strong economic growth over the past several years, but it remains dependent upon the large, heavy industrial sector. Future economic and business development efforts should focus on attracting and nurturing new enterprise with long growth potential and commitment to St. Charles Parish as a place to do business.
OBJECTIVE 4: Establish a workforce development program by the end of 2002.

	ASSIGNED TO? WHO'S RESPONSIBLE?	BY WHEN (DATE)?	WITH WHAT RESOURCES? People Funding	POSSIBLE BARRIERS? WHO CAN OVERCOME?
Task 1: Establish Resource Committee to work with Economic Development to develop plan	Economic Development Resource Committee	June 2002	Yes	Lack of participation
Task 2: Assess the scope of existing education programs relative to workforce skill needs.	Economic Development St. Charles School System Workforce Investment Board Louisiana Tech College Associated Building Contractors, etc.	December 2002	Yes	Lack of participation
Task 3: Identify educational gaps.	Economic Development Resource Committee	December 2002	Yes	Lack of participation
Task 4: Meet with appropriate education providers to develop education programs.	Economic Development Stakeholders	December 2002	Yes	Lack of participation/funding
Task 5: Establish a Workforce Development Committee to develop a link with the Workforce Investment Board to ensure educational needs are met.	Economic Development Workforce Development Workforce Investment Board			

INFRASTRUCTURE

Committee: Doug Rhodes – Chairman, Dee Abadie, Neal Ayme, Jr., Richard Bordner, Betty Haydel, Greg Lier, Larry Matson, Luther McCracken, Debbie Dufresne Vial

Goal 1: Develop a master transportation plan that addresses both short- and long-term needs that facilitate growth and enhances the quality of life.

Rationale: Build on the parish's strategic location between Baton Rouge and New Orleans. A transportation plan will address moving people through and within St. Charles Parish.

Objective 1: Conduct a detailed analysis of current capacity and level of service of the existing network.

Target Date: June 2003

Objective 2: Identify long-term transportation needs.

Target Date: September 2004

Objective 3: Develop and implement a transit plan for St. Charles Parish.

Target Date: March 2005

Objective 4: Present plan to Planning and Zoning Commission and Council for adoption.

Target Date: December 2004

Goal 2: Develop a long-term water distribution system and supply plan.

Rationale: It is anticipated that St. Charles Parish will continue to grow. It is critical that the Parish maintain an adequate supply of water to meet household and fire protection needs.

Objective 1: Review and update the current water master plan and ensure long-term validity.

Target Date: March 2004

Goal 3: Develop and implement a plan to upgrade the sewer collection system.

Rationale: Storm water infiltration creates an unacceptable burden on the sewage treatment system.

Objective 1: Review the current status of the existing collection system.

Target Date: December 2002

Objective 2: Implement a plan to address the problems identified in Objective 1.

Target Date: June 2003

Objective 3: Develop alternative methods of sewer collection system for new subdivisions that would reduce storm water infiltration.

Target Date: December 2004

Community Strategic Planning Worksheet

for St. Charles Parish _____ (community name)

Focus Area Infrastructure _____

Goal 1 _____	Develop a master transportation plan that addresses both short- and long-term needs that facilitate growth and enhances the quality of life.				
Rationale:	Build on the parish's strategic location between Baton Rouge and New Orleans. A transportation plan will address problems concerned with moving people through and within St. Charles Parish.				
Objective 1 _____	Conduct a detailed analysis of current capacity and level of service of the existing network.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Segregate road system to classify jurisdictions in GIS format.	South Central Planning and Development Commission, Dept. of Public Works	July 2002	Dept of Transportation and Development (DOTD)	N/A	
Task 2: Discuss with authorities who is going to conduct which traffic counts.	Parish Planning and Zoning (P & Z)	September 2002	DOTC, Regional Planning Commission (RPC)	N/A	
Task 3: Establish a transportation task force from as a subcommittee of the Infrastructure Focus Group to oversee the process.	Infrastructure Focus Group	July 2002	N/A	N/A	
Task 4: Analyze volume capacities and level of service to identify existing problem areas.	P & Z	December 2002	Consultant, P & Z, Council Operations, Economic Development Council	\$20,000	Funding, Grants, RPC
Task 5: Present findings to Council Operations Committee	P & Z	June 2003	Council, consultants	N/A	
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Infrastructure

Goal 1	Develop a master transportation plan that addresses both short- and long-term needs that facilitate growth and enhances the quality of life.				
Rationale:	Build on the parish's strategic location between Baton Rouge and New Orleans. A transportation plan will address problems concerned with moving people through and within St. Charles Parish.				
Objective 2	Identify long-term transportation needs.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Identify future growth areas as depicted in the land use plan.	Reg Rehab	March 2003	Consultant		
Task 2: Use the Transportation Task Force (TTF) to define the scope of an RFP.	Strategic Planning Committee	March 2003	TFF		
Task 3: Review proposals and recommend a contractor that will develop a GIS-ready transportation model based on land use plan outcomes.	Infrastructure Focus Group	September 2004	Consultant	\$100,000	Funding, State, Regional Planning Commission, Federal govt
Task 4: Present program to appropriate Council subcommittee.	Infrastructure	September 2004	RPF		
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Infrastructure

Goal 1	: Develop a Master Transportation plan that addresses both short- and long-term needs that facilitate growth and enhances the quality of life.				
Rationale:	Build on Parish's strategic location between Baton Rouge and New Orleans. The transportation plan will address problems concerned with moving people through and within St. Charles Parish.				
Objective 3	: Develop and implement a transit plan for St. Charles Parish.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Review the proposal developed by the River Parishes Transit Authority (RPTA) scheduled to be completed by the end of September 2002.	South Central Planning and Development Commission, Parish, RPTA	December 2002	RPTA/SCPDC	N/A	
Task 2: Investigate funding sources for Mass transit system.	South Central Planning and Development Commission, RPTA, Parish	December 2002	South Central Planning and Development Commission, Parish Grants Officer, RFTA	N/A	
Task 3: Develop an implementation plan if a transit system is cost effective.	RPTA, South Central Planning and Development Commission	March 2005	RPTA	N/A	
Task 4:					
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Infrastructure

Goal 1	Develop a master transportation plan that addresses both short- and long-term needs that facilitate growth and enhances the quality of life.				
Rationale:	Build on the parish's strategic location between Baton Rouge and New Orleans. A transportation plan will address problems concerned with moving people through and within St. Charles Parish.				
Objective 4	Present plan to Planning and Zoning Commission and Council for adoption by December 2004.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1:					
Task 2:					
Task 3:					
Task 4:					
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Infrastructure

Goal 2 : Develop a long-term water distribution system and supply plan.					
Rationale: It is anticipated that St. Charles Parish will continue to grow. It is critical that the Parish maintain an adequate supply of water to meet household and fire protection needs.					
Objective 1 : Review and update the current water master plan and ensure long-term validity.					
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Receive and review the work of the consultant contracted to update the fire department's master plan and compare its findings with the parish land use plan.	Department of Water Works	March 2002	Waterworks Staff, Fire Department, Consultant	N/A	Outdated existing land use plan. New land use plan.
Task 2: Incorporate future growth expectations into current water plan in GIS-ready format.	Consultant Dept of Water Works	March 2004	Land Use Consultant	\$60,000	Funding, unforeseen costly regulatory changes. Grants
Task 3: Develop an implementation plan for incorporating improvements in the water system that are identified in Objectives 1 and 2.	Department of Water Works	March 2004	Dept of Waterworks, Fire Department, Consultant		
Task 4:					
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Infrastructure

Goal 3	Develop and implement a plan to upgrade the sewer collection system.				
Rationale:	Storm water infiltration creates an unacceptable burden on the sewerage treatment system.				
Objective 1	Review the current status of the existing collection system				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Identify existing sewer collector line problems.	Parish Department of Public Works (DPW)	September 2002	DPW staff	N/A	
Task 2: Investigate alternative funding sources.	Parish Grants Office	December 2002	Parish Grants Office	N/A	
Task 3:					
Task 4:					
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Infrastructure

Goal 3	Develop and implement a plan to upgrade the sewer collection system.				
Rationale:	Storm water infiltration creates an unacceptable burden on the sewerage treatment system.				
Objective 2	Implement a plan to address the problems identified in Objective 1.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Develop a plan to repair the sewer system.	Parish Department of Public Works (DPW)	December 2002	Engineering Consultant	?	
Task 2: Estimate costs associated with sewer system repairs.	DPW	December 2002	Engineering Consultant	?	
Task 3: Establish priorities and implement repair plan over a five year schedule.	DPW	Begin June 2003	DPW Engineering Consultant	?	
Task 4:					
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Infrastructure

Goal 3	Develop and implement a plan to upgrade the sewer collection system.				
Rationale:	Storm water infiltration creates an unacceptable burden on the sewerage treatment system.				
Objective 3	Develop alternative methods of sewer collection system for new subdivisions that would reduce storm water infiltration.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Identify alternative methods of sewer collection	Parish Department of Public Works (DPW)	September 2002	DPW, Venders, Contractors, LA Department of Health	N/A	
Task 2: Conduct a cost benefit analysis for the most promising systems.	DPW	December 2002	DPW/Venders/ Contractors/LA Department of Health	N/A	
Task 3: If cost efficient, recommend amending the Parish's subdivision regulations to allow acceptable alternative Sewer collection systems	DPW	December 2004	DPW	N/A	
Task 4:					
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

HUMAN SERVICES

Committee: **George Williamson – Chairman**, Gwen Adams, Sue Agnelly, Sally Church, Lucy Folse, Lily Galland, Bronwyn "Val" Lewis, Colette Lottinger, Brent Petit, Margaret Powe, Randy Rice, Danny Roussel, Ophelia Walker, Robert Zehr, Robyn Zeringue

Goal 1: Provide an equitable allocation and distribution of human services to the residents of St. Charles Parish.

Rationale: To serve the community knowledgeably and effectively in the allocation resources, it is necessary to evaluate and understand the human services issues and problems that exist and then raise local awareness of needs in St. Charles Parish.

Objective 1: Develop a plan to assess and address the community human service needs in St. Charles Parish.

Target Date: August 2004

Community Strategic Planning Worksheet

for St Charles Parish (community name)

Focus Area Human Services

Goal 1 : Provide an equitable allocation and distribution of human services to the residents of St. Charles Parish.					
Rationale: To serve the community knowledgeably and effectively in the allocation of resources, it is necessary to evaluate and understand the human services issues and problems that exist and then raise local awareness of needs in St. Charles Parish.					
Objective 1 : Develop a plan to assess and address the community human service needs in St. Charles Parish.					
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Establish a Resource Committee (RC) to determine the scope of the needs assessment. This committee's responsibility will be to recommend a process and an achievable agenda.	Economic Development Council	July 2002	Parish Gov't CCSS Private Industry School System	N/A	Commitment Turf issues Magnitude of task
Task 2: Collect and analyze community data.	Resource Committee, Consultant	July 2003	Community CCSS Private Industry	Thirty to Fifty thousand dollars	Magnitude of task Turf issues Priorities Funding
Task 3: Begin implementing a community action plan.	Parish Council, CCSS	August 2003	Social service agencies, School System. Parish Council, Hospitals, et. al.	Unk	Funding Apathy Competing priorities Infrastructure
Task 4: Track process, progress, and impact.	Economic Development Council	August 2004			
Task 5:					

HEALTH CARE

Committee: Fred Martinez – Chairman, Dee Abadie, Don Baker, Dr. Martin Belanger, Karen Bergeron, Glenda Clement, Dr. Edward Dees, Betty Haydel, Mandy Henry, Dr. David Johnson, Brondwyn "Val" Lewis, Ivan Miestchovich, Denise North, Cressend Schonberg, Rhonda Spera, Ophelia Walker, George Williamson, Robert Zehr

Goal 1: Improve the quality of life for St. Charles Parish residents by enhancing the level and quality of health care services.

Rationale: A community's quality of life is measured in part by its ability to provide and deliver good quality health care to its residents. Improving health care availability and delivery is an integral part of improving the quality of life in St. Charles Parish.

Objective 1: To expand the cardiology services.

Target Date: December 2002

Objective 2: To develop women's and children's services, with emphasis on obstetrics, in order to promote more comprehensive healthcare services to St. Charles Parish citizens.

Target Date: December 2004

Objective 3: To facilitate and encourage development of physicians practices.

Target Date: December 2003

Objective 4: To enhance the level and quality of service to St. Charles residents who require long-term care (assisted living).

Target Date: June 2003

Objective 5: Provide cancer treatment facility and program for St. Charles Parish residents.

Target Date: December 2004

Community Strategic Planning Worksheet

for St Charles Parish (community name)

Focus Area Health Care

Goal 1 : Improve the quality of life for St. Charles Parish residents by enhancing the level and quality of health care services.					
Rationale: A community's quality of life is measured in part by its ability to provide and deliver good quality health care to its residents. Improving health care availability and delivery is an integral part of improving the quality of life in St. Charles Parish.					
Objective 1 : Expand the cardiology services					
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Research available funding resources.	South Central Planning and Development Commission St. Charles Hospital	March 2002	Financial Consultant Bond Attorney	\$25,000	Funding
Task 2: Purchase equipment for ultra sound and special procedures related to cardiac services.	Hospital	December 2003	Hospital CEO & Medical Staff	\$1,800,000	Funding Debt Service
Task 3:					
Task 4:					
Task 5:					

Community Strategic Planning Worksheet

for St Charles Parish (community name)

Focus Area Health Care

Goal 1 : Improve the quality of life for St. Charles Parish residents by enhancing the level and quality of health care services.					
Rationale: A community's quality of life is measured in part by its ability to provide and deliver good quality health care to its residents. Improving health care availability and delivery is an integral part improving the quality of life in St. Charles Parish.					
Objective 2 : Develop women's and children's services with emphasis on obstetrics to promote more comprehensive health care services to St. Charles Parish citizens.					
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Prepare a cost/benefit study.	Consultant, St. Charles Hospital	July 2002	Consultant	\$50,000	Funding/ Hospital Board
Task 2: Develop an implementation plan.	Hospital Board and Administration	July 2002	Consultant (Finance and Planning)	\$25,000	Funding and Land, Hospital Board
Task 3: Seek bond issue approval.	Hospital Board and Hospital Administration	January 2002	Hospital Administration	\$25,000	Public Support, Hospital Board, and Parish Council
Task 4: Construct facilities.	Hospital Administration, Construction Manager	November 2004	Construction Manager/ Contractor	\$6,000,000	Construction Cost (Inflation)/ Construction Manager
Task 5: Operational implementation.	Hospital Administration	December 2004	Hospital Manager and staff	\$300,000	Availability of Qualified Hospital Management Staff

Community Strategic Planning Worksheet

for St Charles Parish (community name)

Focus Area Health Care

Goal 1 : Improve the quality of life for St. Charles Parish residents by enhancing the level and quality of health care services.

Rationale: A community's quality of life is measured in part by its ability to provide and deliver good quality health care to its residents. Improving health care availability and delivery is an integral part improving the quality of life in St. Charles Parish.

Objective 3 : Facilitate and encourage development of physicians practices.

	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Conduct physician study.	Consultant, St. Charles Hospital	July 2002	Consultant	\$10,000	Funding/ Hospital Board
Task 2: Work with Parish to establish further sites for development of medical services.	Planning, Hospital	August 2002	Planning & Zoning, Hospital Staff	NA	Consistency with Land-use Plan
Task 3: Recruit needed physicians.	Hospital Administration	December 2003	Hospital Administration	\$200,000	Availability of Doctors, Hospital Board and Administration
Task 4:					
Task 5:					

Community Strategic Planning Worksheet

for St Charles Parish (community name)

Focus Area Health Care

Goal 1	Improve the quality of life for St. Charles Parish residents by enhancing the level and quality of health care services.				
Rationale:	A community's quality of life is measured in part by its ability to provide and deliver good quality health care to its residents. Improving health care availability and delivery is an integral part improving the quality of life in St. Charles Parish.				
Objective 4	Enhance the level and quality of service to St. Charles residents requiring long-term care (assisted living).				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Conduct a needs analysis of assisted living facilities.	St. Charles Parish Community Services	September 2002	Consultant	\$25,000	Funding, St. Charles Parish Community Service Grant
Task 2: Partner with religious, non profit, and or private interest to help encourage development.	Economic Development Council, Hospital Administration	December 2002	Economic Development Council, Hospital Admin., South Central Planning & Development Commission	NA	None
Task 3: Find and encourage developers to construct assisted living facilities in St. Charles Parish.	Economic Development Council	June 2003	Economic Development Council	\$10,000	Lack of interest, Economic Development Council
Task 4:					
Task 5:					

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Health Care

Goal 1	Improve the quality of life for St. Charles Parish residents by enhancing the level and quality of health care services.				
Rationale:	A community's quality of life is measured in part by its ability to provide and deliver good quality health care to its residents. Improving health care availability and delivery is an integral part improving the quality of life in St. Charles Parish.				
Objective 5	Provide cancer treatment facility and program for St. Charles Parish residents.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Complete feasibility study.	Hospital Admin., Consultant	July 2002	Financial consultant, bond attorney	\$25,000	Funding
Task 2: Develop implementation plan.	Hospital Board, Administration	July 2002	Consultant (Finance and Planning)	\$25,000	Funding and land, hospital board
Task 3: Seek bond issue approval.	Hospital Board Hospital Administration	January 2003	Hospital Administration	\$25,000	Public support, hospital board, & parish attorney
Task 4: Construct facilities and develop program.	Hospital Administration Construction Plan Consultants	June 2003	Construction Mgr., Contractor, Consultant	\$4,000,000	Cost & availability of Equipment/construction mmanager
Task 5: Operational implementation.	Hospital administration	December 2004	Hospital mgmt. & Medical staff	\$200,000	Available of qualified staff.
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

INTERAGENCY RELATIONS

Committee: Terry Authement, John Cornwell, Stanley Roy Dufrene, Clayton
“Snookie” Fauchaux, Cressend Schonberg, Rochelle Touchard, Ophelia
Walker, George Williamson

Goal 1: Have top elected officials agree to the concept.

Rationale: To have all government agencies working together to identify, address, prioritize and solve issues facing the parish in an efficient and cost effective manner.

Objective 1: Identify the key people, define the concept and obtain support for the program.

Goal 2: Put structure in place.

Rationale: To have all governmental agencies working together to identify, address, prioritize, and solve issues facing the parish in an efficient, cost-effective manner.

Objective 1: Design Interagency Team

Objective 2: Develop ground rules for consensus building within the process.

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Interagency Relations

Goal 1 : Have top elected officials agree to the concept.					
Rationale: To have all government agencies working together to identify, address, prioritize and solve issues facing the parish in an efficient and cost effective manner.					
Objective 1 : Identify the key people, define the concept and obtain support for the program.					
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1: Identify key people to develop conception and presentation form (Cressend) Resource: Appendix 1 of 1995 Strategic Plan.			Cressend Schonberg		
Task 2: Meet with key people and present concept--review pros and cons.			Stanley Roy Duffrene Clayton "Snookie" Faucheux Terry Authement		
Task 3: Refine concept and obtain support for the program.			Clayton "Snookie" Faucheux Stanley Roy Duffrene Sheriff		
Task 4:					
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

Interagency Relations

References

The worksheet for Goal 1, Objective 1 of the Interagency Relations Focus Group worksheet refers to a concept described in Appendix 1 of the 1995 Strategic Plan. This reference is quoted below. Appendix 1 of the 1995 plan defines the membership and duties of the St. Charles Intergovernmental Council in this way:

The St. Charles Intergovernmental Council consists of the Parish President, the Chairman of the Parish Council, area Legislators, the Administrative Judge of the District Court, the Assessor, the Clerk of Court, the District Attorney, the School Board President, the School Superintendent, the Sheriff, the Coroner and possibly other officials. The purpose of this Council is to provide an opportunity for parish officials to meet at least quarterly to (1) discuss and implement the intergovernmental strategies proposed in the strategic plan; (2) discuss and resolve ad hoc intergovernmental issues; (3) develop intergovernmental policies and procedures' (4) coordinate and assist one another in carrying out programs and activities.

Also, Objective 1.60(b) of the 1995 strategic plan suggests that the Parish form an interagency council:

The Interagency Council should be formed to increase the general knowledge base of all organizations; provide an opportunity for face to face learning of the availability of resources; reduce duplication of services and promote more efficient use of resources; promote networking among all organizations; and provide an opportunity to share information.

Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Interagency Relations

Goal 2 :Put structure in place.					
Rationale: To have all government agencies working together to identify, address, prioritize and solve issues facing the parish in an efficient and cost effective.					
Objective 1 : Design Interagency Team.					
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1:					
Task 2:					
Task 3:					
Task 4:					
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

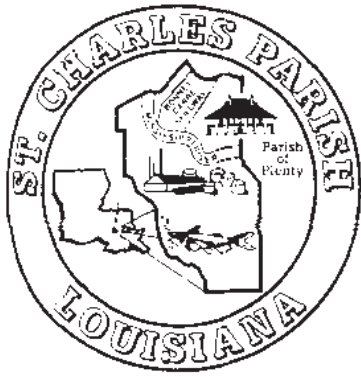
Community Strategic Planning Worksheet

for St. Charles Parish (community name)

Focus Area Interagency Relations

Goal <u>2</u>	Put structure in place.				
Rationale:	To have all government agencies working together to identify, address, prioritize and solve issues facing the parish in an efficient and cost effective.				
Objective <u>2</u>	Develop ground rules for consensus building for the process.				
	Assigned to?/ Who's responsible?	By when (date)?	With What Resources?		Possible Barriers? Who Can Overcome?
			People	Funding	
Task 1:	Clayton "Snookie" Foucheux Stanley Roy Dufrere Sheriff				
Task 2:					
Task 3:					
Task 4:					
Task 5:					
Task 6:					
Task 7:					
Task 8:					
Task 9:					
Task 10:					

APPENDIX



ST. CHARLES PARISH

DEPARTMENT OF ECONOMIC DEVELOPMENT & TOURISM

14996 RIVER ROAD • P.O. BOX 302 • HAHNVILLE, LOUISIANA 70057
(985) 783-5140 • (504) 466-1990 • FAX (985) 783-6447
www.stcharlesgov.net • E-MAIL: econdev@stc.nocoxmail.com

ALBERT D. LAQUE
PARISH PRESIDENT

June 6, 2001

COREY FAUCHEUX
DIRECTOR

Name
Address
City
State Zip Code

Dear :

How do you want St. Charles Parish to develop over the next ten years? What improvements or changes need to occur in order to make our community a better place to live?

I would like you to join me in mapping the future direction of St. Charles Parish.

I am inviting you to be a member of the Strategic Task Force, which will serve as a steering committee for the 6-9 month strategic planning process. The Task Force will kick-off this visioning process by conducting a planning retreat on **Friday, June 29, 8:00 AM to 3:00 PM, and Saturday, June 30, 9:00 AM to 12 noon**. The retreat will be at the Destrehan Plantation Mule Barn, located behind Destrehan Plantation. Refreshments will be available both days, with lunch being served on Friday.

By participating on the Strategic Task Force, you will play a critical role in determining the ideal future for St. Charles Parish and the ideal path to reach that destination. The Task Force will provide direction to a process that will provide a common language and policy framework for making strategic decisions. The Task Force will have broad representation from all facets of our Parish, including our public officials. As a key community stakeholder, I believe you can make a valuable contribution to this effort.

If you have any questions, please call the Department of Economic Development and Tourism at 783-5140. You will receive a call next week to confirm your attendance.

I hope you will accept my invitation and join me in this crucial effort to develop a plan that will serve as a blueprint for the Parish's future success.

Sincerely,

Albert D. Laque
Parish President

SCOPE PUBLIC HEARING COMMENTS

SCOPE Public Hearing West Bank - April 2, 2002 - Council Chamber

Milton Allemand, Hahnville, LA 70057

- *Need building codes beneficial to public
- *Good school system - could be improved upon
- *Hospital - no patients, no regular doctors, running in the red
- *Sewer system has state of the art treatment facilities - high rates
- *For progress to be made in the parish it would take courage to make the tough decisions on the part of leaders.

SCOPE Public Hearing East Bank - April 4, 2002 - Alan Arterbury Building

Dorothy Jenkins, 270 St. Charles St., New Sarpy, LA, 70078

(**Don Winston** 307-0243 also called in the same comments).

Both represent the Concerned Citizens of New Sarpy

- ◀ Would like to see the zoning code modified as it pertains to buffer zone requirements in M-2 zoning districts. Specifically, storage tanks should not be allowed within the buffer zone.
- ◀ Industrial Area Status designations should be totally deleted from the zoning code.

Sue Friloux, 315 West Harding, Destrehan, LA 70047

(representing the River Road Historical Foundation)

- ◀ Address preservation - the Historical Foundation is willing to help in any way to help the parish to preserve its unique culture and heritage.
- ◀ Tourism

Rodney Cambre, 555 Pine St., Norco, LA 70079

(Vice-President, River Road Historical Foundation which owns Destrehan Plantation, major tourist attraction in parish).

- ◀ Historical preservation and tourism

Stanford Caillouet, New Sarpy, LA 70078

- ◀ Responsibility for plan once plan is implemented - Council accountability
- ◀ Drainage issues

SCOPE Public Hearing Comments - Page 2

Thelma Schexnayder, 201 Destrehan Drive, Destrehan, LA 70047

- ◀ Lack of shared goals (Ranked # 4 in weaknesses)
- ◀ Lack of participation by young people and civic organizations is discouraging. Only older people showing interest.
- ◀ Better communication and getting the interest of the people involved is a problem.
- ◀ Interagency cooperation
- ◀ Historical preservation - old train depot on Orion property
- ◀ Lack of trust in leadership.
- ◀ Parishwide transportation system
- ◀ Leaders need to adopt the plan and make the rules and regulations apply to everyone.
- ◀ Frustrated and hoping for acceptance and implementation of plan.

Lucien Frederick, 212 Amelia Drive, Destrehan, LA 70047

- ◀ Better adherence to parish regulations in regards to a clean environment
- ◀ Cooperation of citizens in regards to littering
- ◀ Lack of highway/street plan - (particularly north/south roadway on east bank)

Bruce Ehrman, 21 Holster Lane, St. Rose, LA 70087
(Bar None Civic Association)

- ◀ Transportation issues - River Road not equipped for bus service, congested already.
- ◀ Airport issues
- ◀ Updated realistic land use plan

****Public hearings were audiotaped and videotaped.**